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TWENTY CENTS

Sales Management

For Sales and Advertising Executives



Selling the 1097 Establishments Engaged in Meat Packing

Three Letters that Pulled \$7,000 in Orders

How Stewart-Warner Found 25,000 New Sales Outlets

What Effect—If Any—Will Foreign Debt Repayments Have
on the Future Domestic Sales Situation?

By George E. Roberts, Vice President, National City Bank

A Dartnell



Publication

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PUBLICATION OFFICES:

RAVENSWOOD AND LELAND AVENUES, CHICAGO
Telephones, Ravenswood 0365 and 0367

J. C. ASPLEY - - - - - President
PHILIP S. SALISBURY - - - - - Vice-President
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E. T. VOIGT - - - - - Staff Representative
J. G. BELL - - - - - Staff Representative
W. G. YULE - - - - - Staff Representative

EASTERN OFFICE:

19 W. FORTY-FOURTH STREET, NEW YORK CITY
Telephone, Vanderbilt 3614

PHILIP S. SALISBURY - - - - - Manager
M. V. REED - - - - - Asst. Manager

EUROPEAN OFFICE:

150 SOUTHAMPTON ROW, LONDON, W.C.2
Telephone, Museum 8596

R. A. H. T. TURNER - - - - - Manager

TORONTO - - - - - W. A. LYDIATT
27 Wellington Street, E.

MELBOURNE (AUSTRALIA) - T. C. LOTHIAN
497 Collins Street

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Edited by John Cameron Aspley

EUGENE WHITMORE
MANAGING EDITOR

ROY W. JOHNSON
EASTERN EDITOR

EDWIN H. SHANKS
ASSOCIATE EDITOR

FRANCIS J. CUMMINGS
ASSOCIATE EDITOR

S. ROLAND HALL
CONTRIBUTING EDITOR

A. R. HAHN
DESK EDITOR

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What would you think of a \$500,000 advertising campaign, planned to cover a period of three years, that actually paid its first year's cost, plus a good profit besides, within three weeks after being launched and before a single dollar had been expended for advertising space? Sounds like a miracle, but it is only a fact—a checked up proven accomplishment of the advertising organization whose name appears below. This achievement, rarely matched in the history of advertising, proves that it is sometimes possible to secure

Results In Advance

instead of promises. The "inside story" of what we have helped to accomplish for this particular client, who labors in a highly competitive field, will grip your imagination and claim your interest right from the start. You owe it to yourself to get the facts—they are as different from what you expect as T-W Co. service is from ordinary agency practice.

Here we have but one measure of accomplishment—results. Untried theories have no place. Our service digs deeper and embraces more than you anticipate. Yet we know our limitations—where we must stop and where you must work. If

Your Account

needs better advertising effort, keener merchandising experience; if you believe that more profitable results are possible, drop us a line no matter if your advertising investment is small. The advertiser whose results have startled his industry, and whose volume is now running up in the millions, spent less than \$20,000 per year for advertising when he came with us three years ago. We have no cut and dried formula of service. Large advertiser—small advertiser—non-advertiser—each is served according to his requirements and to the best of our ability. In your office or ours, without obligation to you, the result facts can be yours.

Turner-Wagener Co.
Business-Building Advertising
400 N. Michigan Ave., Chicago



"Genius in advertising lies in hard work and attention to details"—J. H. T.



—Courtesy, The Pullman Company

They Say that—

At a recent meeting of the board of directors of Wills Sainte Claire, Incorporated, A. H. MOORMAN was elected vice president in charge. Mr. Moorman has been with Wills Sainte Claire, Inc., since 1923 in the capacity of treasurer and comptroller.

Yawman & Erbe Manufacturing Company, Rochester, has appointed CARL GAZLEY assistant general sales manager. Mr. Gazley joined the Y. & E. organization eight years ago as a member of the advertising staff, later was made sales promotion manager and three years ago was made advertising manager. He is now assisting F. J. YAWMAN, general sales manager.

CARL J. SCHUMANN, secretary of the Hilo Varnish Company, Brooklyn, has been appointed president of the Association of National Advertisers, following the resignation of G. LYNN SUMNER. Mr. Schumann had been vice president of the association.

ROBERT C. FAY, formerly advertising manager of the Chicago Paper Company, is now assistant to the president of the American Writing Paper Company, Holyoke, Massachusetts.

S. C. STOKLEY, for six years merchandising counsel and retail statistical compiler of the Grand Rapids Show Case Company, and previously advertising manager of a number of eastern department stores, including Higbee Company of Cleveland, is now associated with George J. Kirkgasser & Company, Chicago advertising agency, as merchandising counsel and account executive.

SIDNEY M. COLGATE, who has been with Colgate & Company, Jersey City, for thirty-nine years, has just been elected its president, succeeding GILBERT COLGATE, who is now chairman of the board.

GEORGE M. MURRAY, formerly advertising manager and assistant to the president of the Lehn & Fink Products, Inc., of New York, has joined the Charles W. Hoyt Company as account executive in the New York offices.

H. E. LISTMAN, formerly assistant sales manager of the Yellow Coach Manufacturing Company, Chicago, has been advanced to the position of general sales manager.

G. LYNN SUMNER, who recently resigned as vice president of the Woman's Institute of Domestic Arts and Sciences, Inc., Scranton, Pennsylvania, and as advertising counsel for the International Correspondence Schools, Inc., Scranton, has organized an advertising agency at New York City under the name of G. Lynn Sumner Company, Inc. It is Mr. Sumner's intention to specialize on products used by women in the home.

EDWARD M. SKINNER, general manager of Wilson Brothers, Chicago, men's wear, was recently elected vice president of that company, succeeding the late J. E. WILSON. In addition to supervising the credit department, as he has in the past, Mr. Skinner will direct the sales promotion plans.

Although the Wadsworth, Howland Company, Boston, makers of Bay State paints and varnishes, has been purchased by the Devoe & Reynolds Company, Inc., it will continue as an independent organization. RENSNAW SMITH, who has been Chicago manager of the Devoe & Reynolds Company, has been made vice president and general manager of the Wadsworth, Howland Company. J. S. ROBERTSON, assistant advertising manager for Devoe & Reynolds, has been made advertising manager of the Wadsworth, Howland Company.

F. W. GANSCHOW, until recently manager of the eastern division of the Gold Dust Corporation, New York, has been made sales and advertising manager of the Fruit Pudding Company, Baltimore, Maryland.

The Moore Brothers Company, Joliet, Illinois, makers of cooking and heating products, announces the appointment of J. A. CAREY as general sales manager. Mr. Carey was formerly director of sales for the Hurley Machine Company, Chicago, manufacturers of Thor products.

The chairmanship of the board of directors of Johns-Manville, Inc., has been left vacant through the recent death of THOS. FRANKLIN MANVILLE. Mr. Manville was president of the Arizona Asbestos Association, the Manville Securities Corporation, the Asbestos and Danville Railroad (a Canadian line), president of the Canadian Johns-Manville, Inc., and treasurer of the Asbestos Wood & Shingle Company.

Sales Management

A Dartnell  Publication

Volume Nine

Chicago, October 31, 1925

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What Effect—if Any—Will Foreign Debt Repayments Have on the Domestic Sales Situation?

An interview by Roy W. Johnson with

George E. Roberts

Vice President, National City Bank, New York City

NOW that the policy of the government with respect to the collection of our foreign debts appears to be pretty definitely settled, some questions are likely to arise as to the effects of this policy upon business conditions in general, and what, if anything, the individual business man can do about it. It is generally understood, of course, that international obligations of this character can only be met by payments in kind—that is, by payments in goods or services—and the effects of this sort of payment upon our domestic market is a highly practical matter.

Unquestionably, if our foreign debtors do pay up, it will have an extremely beneficent effect upon taxes, but will it not also flood our markets with vast quantities of cheap foreign-made goods? And if we raise our tariff so as to check this dumping process, will not that result in making it difficult or impossible for the debtor to pay? How, in short (accepting the orthodox theories of economics), are we going to protect our markets against disastrous inroads of foreign competition, and at the same time insure the success of the government's financial policy?

Such, at least, is the problem which appears to be corrugating

the brows of some of our leading economists, and the business executive who is laying out plans for the future may be excused if he displays some amount of uneasiness in the premises. What about it, anyway? Is it really as serious as some of our apostles of doom are making it out to be? And if so, is there anything that the individual can do about it aside from merely sitting tight and letting it happen to him?

A Banker's Opinion

Those are practical questions, but so far as my own observation goes, the answers are not to be found in any of the pronouncements of the transcendental economists. Indeed, it strikes me that a course of reading along those lines would have about the same effect on a business man's peace of mind that a steady diet of medical literature would have upon his health.

The field of speculation as to what might conceivably happen under purely hypothetical circumstances is so vast that almost any sort of a prediction can be bolstered up with plausible argument, and a perfectly logical demonstration of doom and disaster can be based upon a minor fluctuation in the balance of imports and exports,

or a temporary increase in the gold reserved in the vaults of the sub-treasury.

Passing up, therefore, the major and the minor prophets in the realms of pure theory—who is likely to be able to answer the practical questions above set forth? Perhaps nobody can give a definite and conclusive answer. But on the other hand, if anybody has a license to be worried over the possible or probable ruination of our domestic markets it ought to be the banker who is engaged in financing domestic production.

And if anybody is able to forecast the practical effects of the government's policy, it ought to be this same commercial banker. So for some time past I have been engaged in trying to find out what the leading commercial bankers of New York really think about it. I have talked with a number of them first and last, including some of the best-known in America, but I did not succeed in finding a single official who took the threatened market-invasion very seriously, or showed any signs of being worried over the immediate or the more distant future.

I asked Mr. George E. Roberts, vice president of the National City Bank, for example, what he

thought about the dilemma presented by some of the brethren who claim that we cannot protect our markets and at the same time collect our debts.

"Of course," he said, "Keynes and the rest are quite right enough in their contention that these vast international balances cannot be settled except in commodities—if you are assuming that the sum total of the indebtedness is actually going to be wiped out. Grant that hypothesis, and the case is clear enough. As a matter of fact, though, is the sum total of the indebtedness actually going to be wiped out? Almost certainly not. Assume if you like that the terms offered to France of payments spread over sixty-two years shall finally become effective. At the end of that time, the probabilities are that France will owe the United States quite as much as she does today, only it will be in a different form.

"What I mean is this: that the payments that are due from France to us will be largely if not wholly offset by loans from us to France. France will thus set up credits in the United States against which she will draw in payment for merchandise, or materials, or debts, or what not. Actually there need be very little of the 'payment in kind' that the economists are worried about, and the way things are going now, I think that the danger of dumping is remote. Our loans to foreign countries are now not far from ten billions of dollars, and they are increasing all the time. A number of big loans are now pending. The time isn't very far distant, in all probability, when the sum total of our loans will quite offset the foreign indebtedness to us.

"We are now in the position of the richest nation in the world. And a rich nation, you know, is no different from a rich man. Take Mr. Rockefeller, for example. He is the

proprietor of great wealth, and his income each year is enormous. But where is this wealth, and what does he do with it? Does he hide it away in some cellar somewhere, and remove it from the rest of the world? He does not—he cannot.

"It flows right out again, into railroads and coal mines and steel plants and industrial enterprises generally. An added million dollars of income a year means nothing to him except an increased opportunity for investment, and the increased obligation for investment. He cannot consume it him-

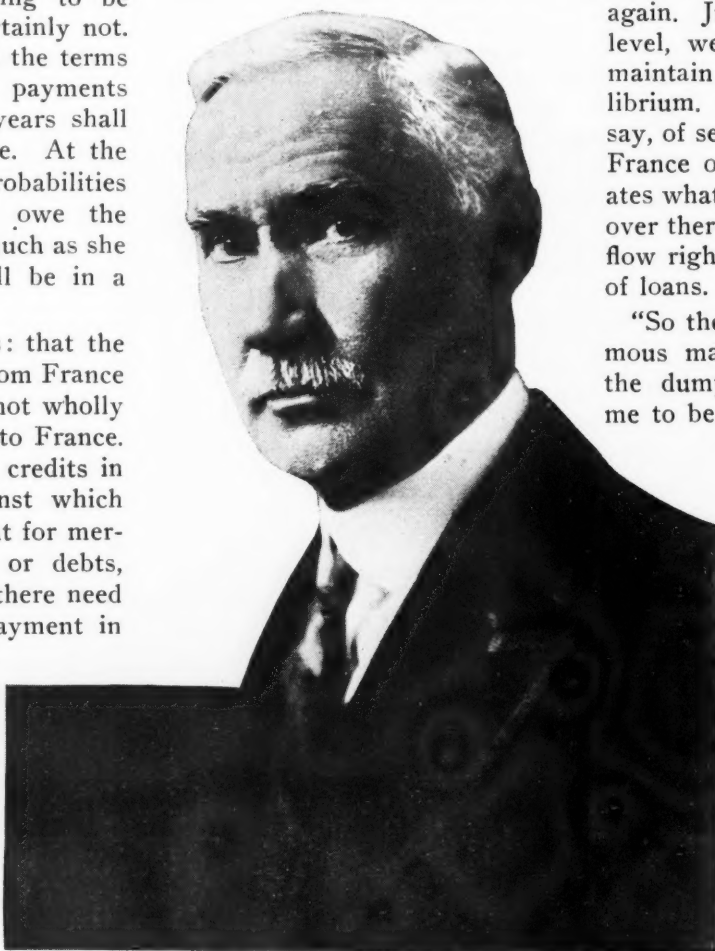
self, or spend it, but must return it in some fashion or other to the world. There is, in other words, a very definite limit to the amount of wealth that he can sequester in the sense of taking it away from others.

"And the rich nation is in exactly the same position. There is a very definite limit to the amount of wealth that it can take away from the rest of the world. Just so sure as it attracts wealth from one part of the world, a demand for capital is set up there, and the wealth tends to flow right back again. Just as water seeks its own level, wealth constantly tends to maintain a state of relative equilibrium. We get a payment, we'll say, of several million dollars from France or Belgium, and that creates what you might call a vacuum over there. So the wealth tends to flow right back again, in the form of loans.

"So the probability of any enormous market dislocation through the dumping process appears to me to be very remote. And from

the standpoint of the individual manufacturer, interested in a single line, it is practically negligible. If the four billions of dollars owed to us by France, for example, were to be paid all at once, it would, of course, have some considerable effect upon certain markets; and if it were to be paid altogether in perfumes, it would undoubtedly have a disastrous effect upon the perfume market. Neither of which is even a remote possibility, however. Even if we assume that whole four billions is to be paid on the basis of trade balances (which is almost certainly not the case) it is not likely to be so terribly serious a matter when it is spread out over sixty years or so and divided up among a wide variety of products.

(Continued on page 619)



"The probability of any enormous market dislocation through the dumping process appears to me to be very remote, and from the standpoint of the individual manufacturer, interested in a single line, it is practically negligible," says George E. Roberts, vice president, the National City Bank, New York City, in discussing the effect of foreign debt repayments on the future sales situation.

"Indeed, I am inclined to think that in the great majority of cases, the normal increase in the demand will more than take care of any actual increase in our importations by reason of our foreign debt-collection policy," he says further. "Twenty years from now the chances are that Europe will be owing us quite as much as she owes us now—only it will be in the form of loans of industrial capital in place of war loans."

The Buyer Who Thinks He Can't Afford It

Actual Plans Used by Successful Salesmen in Outwitting the Wily Buyer Who Tries to Make You Think He Can't Pay

"CAN'T AFFORD IT IS EVIDENCE OF DESIRE"

By H. U. MANN

Eureka Vacuum Cleaner Company,
Chicago

WHEN a prospect brings up the objection, "I can't afford it," he is admitting his desire for the article. This is one thought that has saved many an order for me. When a salesman realizes that only an interested prospect will advance the "can't afford it" objection, he is on the road to closing many sales which he would otherwise lose.

Recently one of our salesmen asked me to go out with him to close a sale which has been hanging fire for a long time. The prospect thought she could not afford to pay approximately fifty dollars for a vacuum cleaner.

When I started showing her the machine she brought up this objection, and I could see that she was sincere in her belief. But I felt confident of her desire to own the machine.

A Good Credit Risk

"I am glad to hear you bring up that point," I said, "because the person who thinks he can afford anything and everything is usually a poor credit risk. I know that you are a careful spender; I know you will never buy anything unless you can pay for it. Our company wants customers of this kind; I believe I am safe in assuming that you would buy a Eureka cleaner if you felt that you could afford it. You have made up your mind that a Eureka is the type of cleaner you would buy if you bought any. Am I right?"

The prospect assured me of her conviction that a Eureka was the machine she would buy.

"Now I am going to try to point out a way to own the Eureka. I want to show you how the Eureka will pay for itself; how it is really a question of whether or not you

can afford to be without one, rather than a question as to whether or not you can afford one.

"It is a well known fact that small particles of dirt imbedded in the rugs will decay; these small, invisible particles of dust and dirt will attack the rugs and cause them to decay. Tests show that a properly cleaned rug or carpet will last twice as long as one which isn't vacuum cleaned. Of course you have seen our machine demonstrated and understand how it is impossible to remove the imbedded dirt and dust from a rug without a vacuum cleaner.

"The use of this vacuum cleaner will save the cost of sending your rugs and carpets to the cleaner; it will save the wear and tear on all upholstered furniture. It will save the cost of cleaning this furniture and add to its life."

Objection Taken Too Seriously

After this introduction I went on to show her just how much the annual cleaning of carpets, rugs and upholstery would cost. I showed her how she could save the cost of having a maid come in for a day or two each week to assist in cleaning. Before I had completed adding up the figures, she was sold, and had signified her willingness to sign the order and make the first payment.

Many salesmen take the "can't afford it" objection too seriously. Time and time again I have seen salesmen walk away from a dead sure order simply because the customer brought up this objection. It is my firm belief that the prospect who brings up this objection is already about 90 per cent sold. It is the only excuse he can advance for not buying. And in nearly every case the salesman, if he has studied his proposition, can show the prospect how the device will pay for itself time and time again.

There are so many types of customers that no one answer will serve in every case. Very often I have appealed to a woman's personal pride to smash this objection. One of the best methods is tactfully to bring up the question of a woman's looks. No woman can retain youthful attractiveness and do a lot of hard household labor.

"You owe it to yourself and your husband to keep your good looks, to retain the bloom of youth in your cheeks, and it is impossible if you are constantly kept busy at the many backbreaking tasks of keeping your home spotless. When you can buy an article like this cleaner for such a small sum it isn't fair to yourself to sacrifice so much in being without it."

It Never Pays to Argue

This kind of sales talk must, of course, be used with discretion. It works best on the woman who is approaching middle age; who is perhaps wondering if she is still as attractive to her husband as she once was; who has about decided that she has sacrificed enough for her children and her home, and that it is about time for her to begin taking things a little easier.

Our salesmen are taught to take this attitude when the buyer says, "I can't afford it," if the objection is sincere; if the buyer actually is dead broke, no effort should be made to sell, but this is seldom the case; I might say it is practically never the case. But when the buyer makes this assertion it should be looked upon as an indication of interest; as an indication of a desire to buy. Then it is the salesman's job to show the prospect just where this statement is wrong.

It never pays to argue the subject with a prospect. Agree with him, change the subject, go right ahead with the demonstration. Often the prospect will fling the

"can't afford it" objection to the salesman before he has time to demonstrate. Then it is a good idea to say, "That's perfectly all right. I am merely an advertising representative of our company. Some day you will probably feel that you can afford a cleaner. And when that day comes we want you to be familiar with this machine; we want you to feel that you know us. If you will give me just a few minutes to show you how this machine works it will give you some standard of comparison; you will know what to expect of any vacuum cleaner."

When a salesman once gets the right mental attitude towards the "can't afford it" objection, he is sure to find a way to close many sales which would be lost if he falls into the habit of taking this objection seriously. Nine times out of ten it is more of an indication of desire and interest than an objection.

FACTS FIRST, THEN STATE THE PRICE

By JAMES MACPHERSON
Hooven Chicago Company,
Chicago

THE "I can't afford it" objection is best answered by showing the prospect just how much of a return he can reasonably expect on his investment in the machine or device you are trying to sell him.

We have gone to a great deal of expense to tabulate actual figures on what our machines will do. And we are able to show the buyer in actual figures what he can expect.

When a prospect says, "I can't afford it," I immediately counter with this question, "Now why wouldn't it be a good idea to go into this proposition to see if you can afford to be without the benefits you will derive from a Hooven Automatic Typewriter?"

Then I go ahead and show him how the machine will return a huge interest on the investment—better than even the wildest promises of fake stock salesmen. I back up these statements with letters from present users. But I do not expect a prospect to buy a Hooven on the strength of what other people say it has done for them.

"What would you do if you found one of your clerks throwing stamps into the waste basket?" I asked a buyer recently. Before he had time to answer I answered the question for him. "You would discharge him at once. But in many firms that very thing is happening in a different way every day. Perhaps you are sending out circulars by the thousand. Now you know that the majority of circulars go into the waste basket. Probably ninety out of every hundred. But personal letters go into the files of your prospects—they are saved for future reference. Now when you send out a batch of circulars, you are sure that a great percentage of them will go into the waste basket. But when you send out personal letters they are read and saved. The Hooven will save enough in postage alone to pay for itself."

Very often a buyer will ask the price before I have had an opportunity to explain my proposition. I do not tell him the price until I give him the information which he must consider in relation to the price. To state the price before you have explained what your device will do is almost a sure way to invite the "I can't afford it" objection.

I carry at all times a collection of testimonial letters which are especially suited to disprove the "I can't afford it" objection. These letters are used as clinchers and have proved very effective.

WORK ON HIS EMOTIONS TO DODGE THE "CAN'T AFFORD IT" EXCUSE

By F. D. KNIGHT
The Kelvinator Company,
Chicago

I HAVE found the emotional appeal often will work in the case of a prospect who thinks he can't afford to buy. Pride will override logic in many cases. Even when the logic of the situation is in favor of buying, a man may hesitate, but if you can arouse his emotions—his desire to own the best, or to have something which he can be proud of, the prospect will often forget all about his statement that he cannot afford it.

In a recent case I had given a certain buyer all the information.

He admitted the truth of everything I had told him and seemed very much interested. He claimed that he wanted to buy, and it seemed I had him thoroughly sold.

Then he said, "Oh, I simply can't afford it right now." He said this with an air that was intended to let me know that he had closed the subject—that he had dismissed it. I didn't know just how to proceed. Then I started talking about all the little ways in which we can save money. I reminded him of the many useless things all of us buy—things which have but a passing value, and which are in many cases practically useless.

After I had shown him that it was easy to save the cost of our machine and not miss the money, I then began to play on his pride. I showed him where he would be the only man in the block to own one—where he would be doing something for his wife and family that he could be proud of. I played upon his natural desire to lead—to have new things first.

This line of conversation brought results, for he had soon forgotten all about his alleged disability to own one of our machines, and he signed the order.

As a general rule, the man who says he cannot afford an article is the very man who is best able to buy if he is properly sold. The man who will not admit that he cannot buy is often the man who cannot afford to buy, but he is usually the last man in the world to admit it. Take the man who buys a cheap automobile. He usually says that he bought it just to use in a business way—that he doesn't really care for a car. He tries to hide the fact that he bought it because it was the only car he could afford.

This same quirk of human nature is found in the man who can easily afford it. He has used this old dodge so long, and has found it so successful in getting rid of salesmen that he trots it out on every occasion. Very seldom is it the actual truth. It is easy to convince him that it is really not a question of affording it, but a question of making him want it just a little more.



How Stewart-Warner Found 25,000 New Sales Outlets

Visible Record System Routes Salesmen, Provides Check-up on All Sales Effort and Shows Exact Status of Every Customer

SHALL the factory or home office management tell the salesman where to go, whom to call on, and how many prospects he should see? This is a moot question often violently argued in many sales departments.

Some sales managers proudly say, "We do not farm our territories for our salesmen. We leave it to their own good judgment as to whom they will call on, how often they will call, and to whom they will sell. They are right on the territory and are familiar with all the special conditions which may exist in each individual territory. They know the prospect better than we do."

This was the plan followed by the Stewart-Warner Speedometer Corporation until the first of January, 1925, when a radical change in policies was made. In order to understand the problems faced by the Stewart-Warner management, it should be stated that the

company's large line of automotive equipment is sold through fifty-five service stations which are operated by individuals, who are in a measure independent jobbers, handling the Stewart-Warner line exclusively. These service station owners operate under a franchise which may be canceled at any time volume or service is not satisfactory.

These fifty-five service stations employ approximately 275 salesmen who are supposed to call on every garage, automobile sales room, accessory dealer, automotive electrical shop—in short, every possible outlet for automotive equipment—in the country.

In the fall of 1924 when the company established a system of quotas, the management decided to determine definitely just how much each county should produce in sales on every product. An exhaustive investigation was begun to determine what factors

influenced the sale of Stewart-Warner products, in which several factors, the major one being car registrations, were found to determine volume of sales.

But when the quota was established, it was, of course, necessary that the proper machinery be set in motion to insure the quota's being made. One question after another came up. How could they be sure that every outlet was being covered? How could they be sure that each service station and branch office had a complete list of all outlets? How could the officers know that the salesmen were working their territory regularly? How could it be determined that the salesmen were not passing up many of the best prospects?

Investigation showed that there was no universal check on these vital questions. In checking up the lists of customers, it was found that the only record of possible

(Continued on page 614)

1750 00

Office of City Clerk No. 1379

Kosciusko, Miss. Oct 1st 1924

To the Treasurer of the City of Kosciusko:

PAY TO J. T. Crawley Atty of Record for Noe-Equul Textile Mills order, and Robert Ellis - Seventeen Hundred and Fifty and no/100 at the special September 30 Meeting, 1924

being amount allowed

for a full settlement of all claims and demands against City of Kosciusko and a lengthy C. C. Townsend are listed and J. H. Moore

Payable out of General Fund, and for so doing this shall be your Warrant.

Authority By the Order of the Mayor and Board of Aldermen.

Minute Book

Page

ATTEST: Mrs. G. L. Smith Clerk. J. S. Boswell Mayor.

Noe-Equul Textile Mills Take a Fall Out of Illegal Taxation

City of Kosciusko, Mississippi, Pays Dearly for Arresting Salesmen Who Defied Illegal Ordinance Against Accepting Advance Payments

A CHECK for \$1,750 was tendered October 1 by the City of Kosciusko, Mississippi, to the Noe-Equul Textile Mills, Inc., in full settlement of all claims and demands arising out of a suit which was brought against the city in the United States District Court of the Northern and Eastern District of Mississippi.

This check represents the penalty imposed upon the tax payers of Kosciusko for an attempt by the city fathers to harrass and tax legitimate interstate commerce as it was being carried on by two salesmen of the Noe-Equul Textile Mills, Inc.

The suit brought by the Noe-Equul Textile Mills, arose out of the arrest of two salesmen for the company, who were taking orders in Kosciusko. The arrests were the results of another illegal ordinance somewhat similar to the famous Portland, Oregon, ordinance which was declared unconstitutional by the United States Supreme Court in a recent decision. The ordinance was a very drastic one, because of its attempt to tax "any person who goes from house to house, or from place to place, in the City of Kosciusko, Mississippi, selling, taking orders

for, or offering to sell or take orders for goods, wares or merchandise, or any article, for future delivery, for services to be performed in the future, or for the making, manufacturing or repairing of any article or thing whatsoever, for future delivery; provided, however, that this ordinance shall apply only to solicitors who demand, accept or receive payment or deposit of money in advance of final delivery."

As will be seen, this ordinance will apply to any salesman who at any time requested an advance payment. For example, if an adding machine salesman was caught in the heinous act of accepting a first payment on a machine, he would be breaking the law. If a salesman accepted an advance payment on a shipment of shoes, rather than delay delivery while his credit man made an investigation of some new merchant, he would also be violating the law.

A further provision in this illegal ordinance demanded that the salesman put up a bond of \$200, executed by a surety company or two responsible persons. This bond was to be passed upon by the mayor, who was permitted to decide whether or not the bond was

sufficient. In addition to this there was a tax imposed upon each salesman, ranging from \$7.50 to \$50 annually. Solicitors on foot were to pay \$7.50 annually, while solicitors with a motor vehicle were taxed \$50 annually, and a solicitor with a vehicle and animal was taxed \$30 annually.

On the seventeenth of December, 1924, Mr. Robert Ellis, a Noe-Equul representative, was taking an order for half a dozen pair of men's hose from Mr. B. W. Loewenberg, manager of the Postal Telegraph Company in Kosciusko. Mr. Ellis was detected in this atrocious crime by one of the police officers of the city. He was arrested without warrant, and thrown into jail.

At the first trial of Mr. Ellis in the mayor's court on December 18, 1924, the Board of Aldermen, composed of local merchants, attended the trial and encouraged and influenced the mayor to deal harshly with Mr. Ellis. He was found guilty in the mayor's court, but his case was appealed to the Circuit Court of Attala County. He appeared for trial on the first Monday in March, when his case was

(Continued on page 617)

How Westinghouse Sizes Up the Various Industrial Markets

Ten Factors in Making an Analysis of Industrial Markets Determine How Much Sales and Advertising Pressure is Needed for Each Industry

By A. M. Staehle

Westinghouse Electric & Manufacturing Company, Pittsburgh, Pennsylvania

AN advertising appropriation is something like an army in action. While its strength, naturally, is somewhat dependent on numbers, its effectiveness is even more dependent on the proper distribution of its units. This is especially true of an industrial advertising appropriation which often must scatter its forces over wide and diversified battlefields known as markets. The expenditure of too much effort in one market with a consequent dearth of effort in another, is as dangerous to the success of advertising as the commission of a similar error would be to military strategy.

The difficulties of properly gauging markets for advertising effort are numerous. They may, however, be divided into two classes: internal and external. By internal I mean the sort of internal organization difficulties which involve

the personal opinion, or prejudice, of one or more members of a sales department as to where and how advertising effort should be expended. By external I mean the inherent difficulties of estimating the importance of one market as compared to others, purely from an advertising viewpoint.

In large, or even small, organizations where sales responsibilities are divided among a number of assistant sales managers, it is quite possible that one group may be enthusiastically "sold" on advertising, whereas another may be either quite indifferent or else opposed to advertising. In such a case, neither group usually receives a fair share of the appropriation. The first group receives too much, and the second too little. Even though a sales organization may not be so divided in personnel, it is possible that an individual

sales manager may, himself, have prejudice for certain markets, which lead to the same result. This is an example of internal difficulties. It is also an example of one of the factors which can be entirely eliminated, and which certainly must be eliminated if the advertising appropriation is to be properly apportioned.

Markets are naturally gauged by their prospective profitable business. That is, the market which has the greatest prospect of returning profits is considered the most important, but it does not logically follow that this market should receive the greatest share of the advertising appropriation. This very market may, for example, consist of such a small number of prospects that it would be quite unnecessary to spend much advertising effort to cultivate them. This is an example of the external

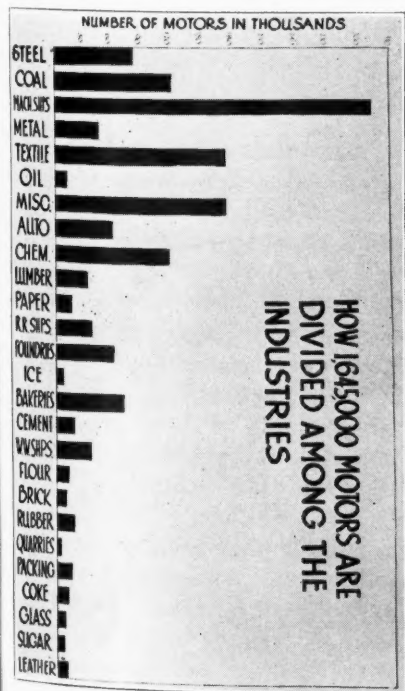


Chart 1. Showing how the number of motors is divided among the industries.

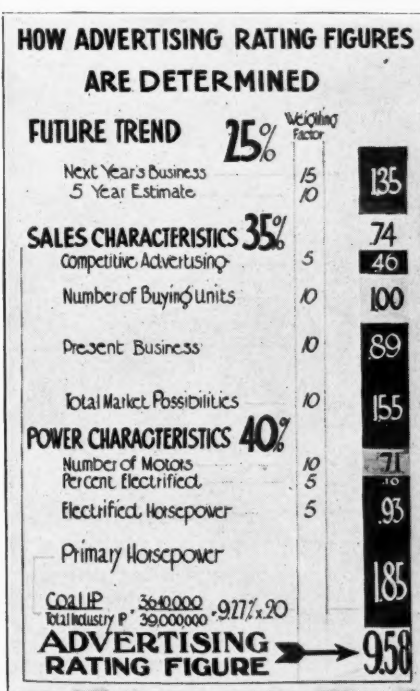


Chart 2. Showing how the "Advertising Rating Figure" is determined.

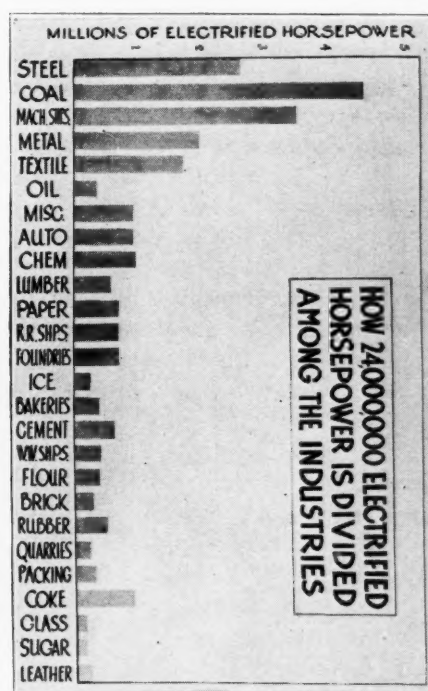


Chart 3. The division of the 24,000,000 electrified horsepower in industry.

difficulties. It is also an example of the sort of facts which are required before an advertising appropriation can properly be apportioned.

The decision as to how much advertising effort should be expended on one market as compared to another is not primarily one of allotting dollars, nor merely one of selecting media, but rather one of planning sales messages to thousands of prospective customers. It represents a decision not only as to the proper use of money, but also as to the proper use of one of the most powerful business getting forces available to us. In short, it is a matter deeply involved in the very foundation of our sales and advertising plans.

The importance of this problem is apparent. Its solution is, however, seldom obvious, because it generally involves too many factors and too few facts. Granting the truth of this generality for the moment, it logically follows that any plan or system which can reduce the number of factors involved and at the same time produce more facts, should be useful in solving the problem.

An Advertising Rating Figure

This paper deals with the description of such a plan. It also shows how the plan was used by the Westinghouse Company in apportioning its industrial advertising appropriation for certain electrical products. Although the study was made with especial reference to electric motors and control apparatus, it served also as a guide for many other allied products.

The plan is not particularly concerned in determining how large the total appropriation should be, but rather with the proper distribution of a given appropriation among a considerable number of markets.

The conclusions reached in this particular study would naturally not necessarily apply to other products. The principles employed should, however, be applicable to similar studies for other products.

The plan consisted in determining a numerical advertising rating figure for each of the industries in which our products are sold, the purpose of this figure

being to give each market a definite rating for advertising effort. The advertising rating figure was determined by reducing the most important factors influencing the need and desirability for advertising in any market to numerical terms.

The factors thus considered for each industry were broadly classified as follows:

- I. The power characteristics of the market.
- II. The sales characteristics of the market.
- III. The future trend of the market.

Determining Sales Factors

The power characteristics of each industry were determined by accumulating statistics and facts relative to the following factors:

- a. Number of electric motors in use.
- b. The percentage of electrification.
- c. The electrified horsepower.
- d. The primary horsepower.

The sales characteristics of each industry were determined by a similar accumulation of data relative to the following factors:

- a. Competitive advertising.
- b. Number of worth while buying units.
- c. Present business.
- d. Total market possibilities.

The future trend of each industry was determined by estimating the amount of business which each industry would yield in

- a. The next year.
- b. Five years in the future.

Thus, it will be seen that each industry or market was considered from ten different viewpoints. In other words, ten important factors were taken into consideration in determining the amount of advertising which each market should receive.

The data for six of these ten factors was secured from well-known sources; such as, government statistics—in other words, these six factors represented irrefutable facts. As, for example, the amount of primary horsepower developed in industry can be readily found in the manufacturers census.

The other four factors were derived from reasonably reliable estimates of market possibilities secured either from authorities within our own organization, or from outside authorities well versed in each of their respective fields; for example, the future trend of any

industry consisted of estimating the business possibilities in that industry. In the majority of organizations reasonably reliable facts of this sort are available.

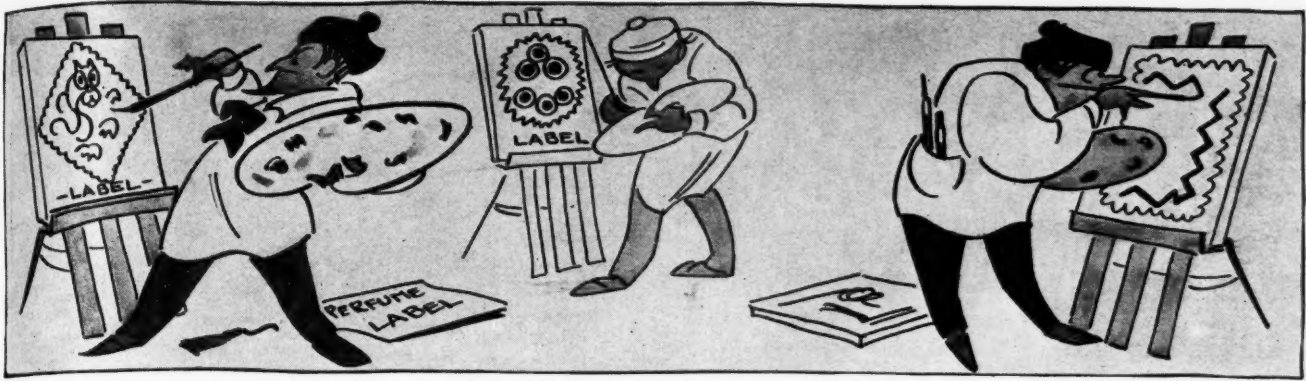
It can readily be seen that even though some element of error might creep into the determination of any of these four factors, the conclusion reached for any market could not be very greatly in error because of the many factors considered. That is, an error in one factor would not materially affect the summation of all of the ten factors.

Since many of these ten factors are expressed in different terms, it was necessary to reduce them to a common denominator in order to make their summation possible. One cannot add horsepower, dollars, and number of worth while buying units together and obtain any reliable result. But one can add percentages. Therefore, each of the ten factors was reduced to percentages. For example, the total primary horsepower in all industries is 39,000,000. The primary horsepower in the coal industry is 3,640,000. The percentage of primary horsepower in the coal industry is, therefore, 3,640,000 divided by 39,000,000, or 9.27 per cent. By making similar calculations for each of the other factors, and thereby reducing each factor to a percentage basis, it was readily possible to add all ten factors for any one industry together.

Factors Are Weighed

One other element was, however, injected into this calculation before making the final summation. Since it was not deemed reasonable that all ten factors were of equal importance, each factor was weighted so as to give it a numerical value commensurate with its importance. Taking again the example of the coal industry; although the primary horsepower represented only one of the ten factors, it was considered of greater importance than any other factors, and accordingly weighted as being worth 20 per cent of the total of all factors. The percentage of 9.27 was, therefore, multiplied by .20, giving that factor a numerical value of 1.854.

(Continued on page 609)



European artists go the limit in designing labels; the more eccentric the theme, the more popular they are apt to be.

What Packages Mean to the Salesman in Foreign Lands

Our Globe-Trotting Sales Manager Tells What He Learned About the Importance of the Right Kind of Labels for American Products in Europe

Of one thing I am very sure: the character of the package and its label, has far more than commonplace value in the scheme of foreign sales of American merchandise. A sales force may possess uncanny cleverness and secure but a poor showing if the product's physical dress clashes on the new market.

It was in Switzerland that I met an American salesman who had bumped into this situation most forcefully. I had known him five years before, at which time he was a star with a great western organization. He was ready to give up and return home.

We were at Montreux at the time, and he asked me to walk out to Vevey with him. There was something he wished to show me. It might help me in some of my own problems.

"I came over here," he explained, as we struck out along the gorgeously beautiful lakeside walk under umbrella-shaped chestnut trees, "as full of enthusiasm as any firm could ask. I saw great opportunities. On every hand were evidences of successful American invasion, even of these conservative markets. Mine is a product which is sold almost exclusively in

groceries, or in small food shops. There is a vogue for it throughout England and France at the present time. My new territory spreads out into Belgium, Holland, Switzerland and even parts of Italy.

"But after almost a year of concentrated effort, I have learned one thing: an American manufacturer must conform to foreign standards

and practices in the matter of package and labels and the physical appearance of the goods. It is not as conditions exist in America where the more homely and old-fashioned a container may be, the surer the purchaser is that he is actually securing a genuine importation. The biggest selling olive oil, an import, in the United States has the shabbiest of labels; indeed, it is no more than a few words embossed on the tin, but its very ugliness is considered a selling asset. That doesn't go over here, where, of recent years, a conscientious study has been made of all kinds of package goods, their labels and their first-flash appearance, as you see them on counters and shelves.

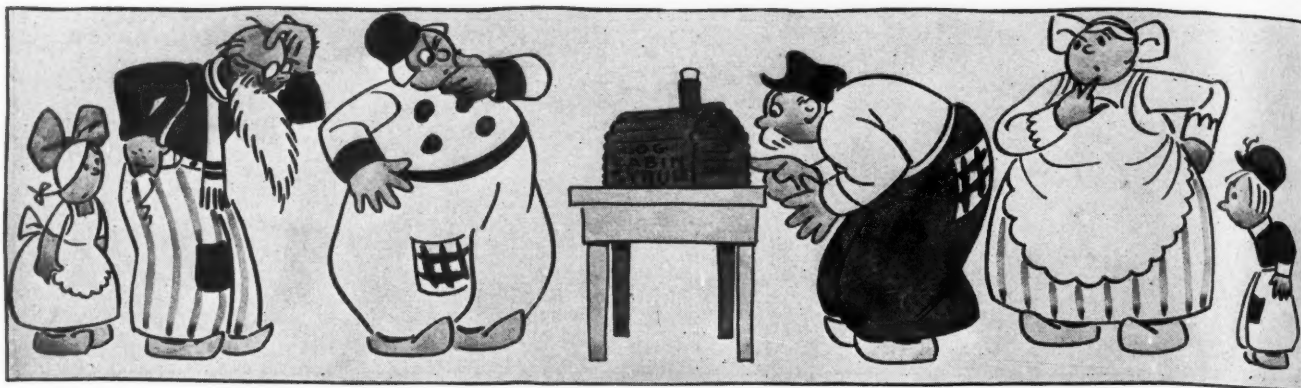
"Our package is a monstrosity but there are sentimental reasons why it has never been changed.

You can't see it when it is on display; it possesses not a whit of sales or appetite appeal. The first impres-



In the circle is the entrance to a quaint restaurant near Paris, where you eat in little houses, high in the trees. Its carved study of Robinson Crusoe has become a world renowned "trademark" of great value.

In many countries abroad public buildings are like heroic packages which exploit history, the spirit of a people, or the one thing which contributes most to popular economic success. The quaint building above is a church dedicated to the dairy business of Holland.



The quaint and patient Hollanders were accustomed to the unusual in containers, but this Yankee log cabin, filled with syrup, was too much for them.

sion, in fact, would be that of an inferior line. Three months ago, I pleaded with my people to put out a special label for this market, as was done in England and France. But no, there was strong opposition and a blunt statement to the effect that in these two countries they intended to go back to the original label idea. They did not intend to emasculate a character and a physical-appearance prestige which was almost fifty years in the making.

"As a consequence, I can't make any headway worth while. The trade tells me that our product is an eye-sore on shelves and repulses rather than attracts the customer. To begin with, the illustrative feature of the label has to do with a certain exclusively American Revolutionary character. Nobody over here understands what in the world it means.

"But I want you to come with me down to a certain remarkable shop at Vevey. There you can see with your own eyes what is being done in the way of providing atmosphere for the product."

Vevey is an admirably characteristic Swiss village. On all sides there are exacting classes of people who can buy and afford the best; there are thousands of Americans who spend from two to six months there each year, who keep house and buy high-grade merchandise. For an American manufactured product, it is one of the best testing grounds I know.

It was no new idea to me that the Old World has accomplished marvelous things in the building of packages which are characteristically attractive and inspirational to the vision. Everywhere I have observed this to be true. It is particularly obvious in the case of labels in Germany, Austria and France. Here, simplification has become almost an obsession. I have known a tin of coffee to blaze its way into the eye from a distance of fifty feet, in competition with shelves loaded down with picturesquely noisy designs. And there is a trick to it which has to do with color; they employ combinations of seldom more than two colors, which are so manipulated as to suggest a full-color combination. It seems to be perfectly clear to designers of package labels in this generation that a multiplicity of colors may make only for confusion.

The little Vevey shop, filled with numerous Swiss, French and

English products, with a scattered few from Italy and Spain, illustrated to me what excellent things are being done abroad in this field. There were eight different lines in this store representative of the American package at its best, and they seemed pitifully weak and inefficient as compared with the others. It had never been brought home to me to this same extent before.

I recall an incident which took place in New Amsterdam which also illustrates what may happen when American genius is put to work. Someone had brought over a sample of an American syrup. It is a famous brand and the container is designed to represent an old-fashioned log cabin. That little, unique can was placed on a table and people who happened to be in the store as well as the proprietor and his assistants, were fascinated by the article.

There was imaginative inspiration in the color work on the tin as well as the shape of the can. Everybody smiled approval when they observed that the syrup was to be poured from the supposed chimney of the log cabin. A

log cabin is not a familiar sight in this territory. And associating maple syrup with the hut was a happy idea for a product to be sold abroad. They felt it must be something quite new and novel and different. I never found out what happened, but it is safe to say that this product could enjoy a large sale all over Europe



Examples of the artistic containers so prevalent on the other side. The labels are very apt to be simplicity itself—an idea that is gradually being accepted by the American manufacturer.

on the strength of its package alone.

The French have developed a talent, which is little short of uncanny, for labels and containers which stimulate imagination and therefore invite sales. Your French label artist is confined to no set forms or traditions. It has been found that the

crazier the package the more likely it is to sell, at home and abroad.

Despite the fact that France is the home of perfume, the amazing development has taken place that many American manufacturers have invaded this market and with constantly increasing success. And this developed market has to do not a little with French people. For the American, in this department at least, has managed to outdo France herself.

A salesman for an American perfume house returned to the home plant and made a report which was virtually this: "Boys, you can clean up if you will be just a little bit more futuristic than the French themselves, in the designing of your bottles and their labels. That is the real secret. First of all, you'll grab off the tourist trade. They are buying fancy bottles, not perfume, nowadays.

"I tell you, it is only necessary for us to get fool-shaped containers. Go the limit. Have them shaped like something that came out of a nightmare. See if I'm not right. But I won't guarantee to sell a thing or make an inch of progress if you do not accept my suggestion."



Oddity of shape in the container is singularly important in goods offered to the foreign market. Any unusual treatment in color and design as a rule finds wide favor.

And so there finally appeared in Paris an American toilet water in a bottle that was a thousand times more fussy than the fussiest that Paris had to offer. There were ribbons and seals dangling from it, and its shape was amazement symbolized. A sample was brought into the sacred inner offices of a famous Parisian perfumer who straightway went into a trance. Why hadn't he thought of it first? American foresight had grasped an opportunity. If the trade liked those astounding French containers, then why not give it to them, doubly distilled?

It was in a Paris department store, in the perfume department, that we saw an unusual sight. Crowds of women, mostly Americans, were gathered about a long table on which there was a glittering array of perfume bottles. Such exotic shapes we had never before observed. French containers are invariably novel, but the word is far too mild for any adequate impression of this exhibit. And there was a sale a minute.

I was told, an hour later, that all of these bottles were designed and made in America and that their perfumes were of American origin. A confiding clerk made a

further confession: French people appeared to be altogether fascinated by the line and were making extravagant purchases.

Study of the package and label situation, as it applies to American products, has led me to set down twelve cardinal points which may be of practical

value to those anticipating foreign contacts:

1.—Eliminate the "Made in America" and flag and eagle atmosphere.

2.—Any illustration or trade name which is interlocked with American history is inadvisable.

3.—Keep labels simple and boil down the amount of text employed to the minimum. Confused and conglomerate labels have small appeal. The foreigner does not expect to read a book on the label.

4.—The appetite appeal is paramount, if it happens to be that type of product.

5.—Trade mark and advertising characters for label purposes are apt to be dangerous, if they do not boast widespread interest. "Old Dutch" would be popular the world around whereas some typically American figure might never be fully understood.

6.—Neatness, simplicity and good taste as to designing, are inevitable.

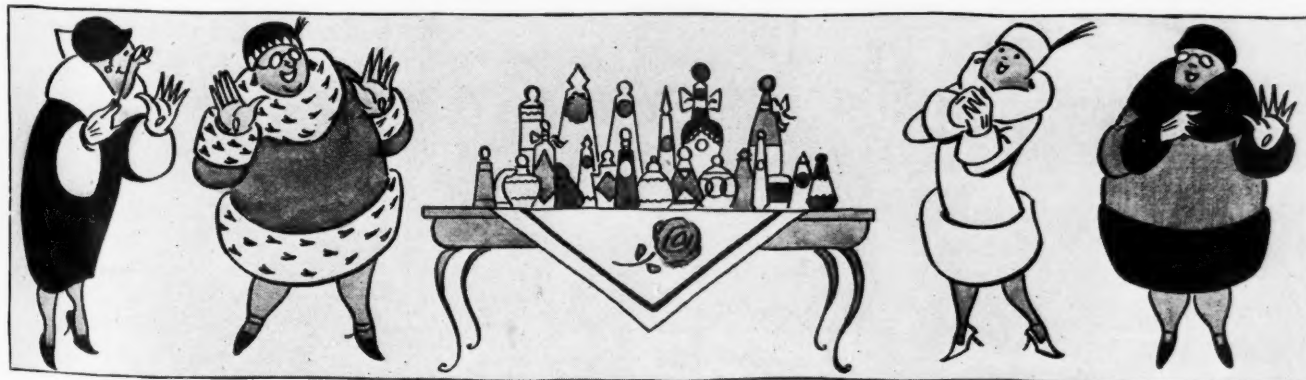
7.—The European is accustomed to originality of shape in the container.

8.—The unusual in color schemes is indicative of the foreign spirit, and harmony in such colors is looked for. Clashing color schemes are detested, even by the shop-keeper himself.

9.—The ideal label carries little else save the name and perhaps one descriptive line. The illustration should convey the character of the contents. It would be impractical to print new labels in varying languages for each country. And it is unnecessary.

10.—Descriptive illustrations are popular. Thus, a line of household utilities of an electrical character used show-how

(Continued on page 611)



The American shoppers went into ecstasies over that tableful of exotic bottles and bought themselves dizzy. They did not know that they represented America's invasion of the French perfume market

Taking the Demonstration Room to the Isolated Prospect

Special Truck Accompanied by Specialty Salesmen Used in Opening Many New Accounts for Southern Hardware & Woodstock Company

THE results have been most gratifying," says Leon M. Wolf, secretary of the Southern Hardware & Woodstock Company of New Orleans, in recounting experiences with a specially equipped one-ton Ford truck which the company has been using as a sales maker in Mississippi and Louisiana for more than a year.

The truck when loaded weighs 5,400 pounds and is wired with an extension cord so that when it pulls up to a garage or machine shop the driver can connect it with the current at the prospect's shop. It carries drills, an electric grinder, a valve refacing tool, a reboring outfit, and other shop equipment, which, of course, cannot be demonstrated in the usual course of selling.

"The truck is sent into each salesman's territory and is usually accompanied by the salesman, in addition to the mechanic in charge of the truck. The salesmen drive their own cars and usually have one or more factory representatives with them. On a recent five-weeks' trip there were six factory representatives, in addition to our regular salesman and the man in charge of the truck who worked with the truck.

"The truck stops at many places where our salesmen do not call. There was a large lumber company in the southwest part of Louisiana with

which we did no business at all. Our truck stopped and the mechanic demonstrated a reboring outfit to them. They bought a \$460 outfit. A little later they wrote and asked if we would permit them to exchange this \$460 outfit for a larger one. The result was an order for a \$1,100 outfit. The buyer for this firm was so well pleased with our truck and our service that he recommended it to another machine shop in another town. They also bought a reboring outfit from us.

"We were handling a certain line of equipment, and the average business that the manufacturers were getting from us and other firms in this city was approximately \$2,000 to \$2,500 a year. The first month that our truck was out we bought from this firm what amounted to our usual year's purchase.

"Another instance: one of our customers had a Dodge cylinder block that he was about to send away to be rebored. Our truck did the job for him without charge; he got full profit from his customer and we sold him a machine.

"We also sent the truck to a large corporation shop and there, through demonstration, we sold them a press, a valve refacing

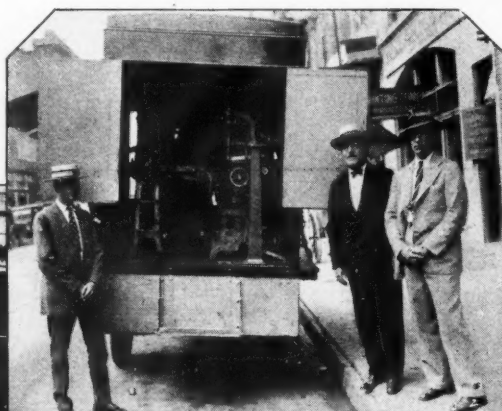
machine, an air compressor, and a wrecking crane, which amounted to an order of approximately \$800.

"We have found that the truck gets new customers for us. Inquiries come in every now and then from companies that are in the market for shop equipment, asking when our truck will be in their neighborhood. Moreover, the truck often rounds up customers who have been in the market for shop equipment, but who have delayed purchasing. They are often closed when the truck calls at their place of business.

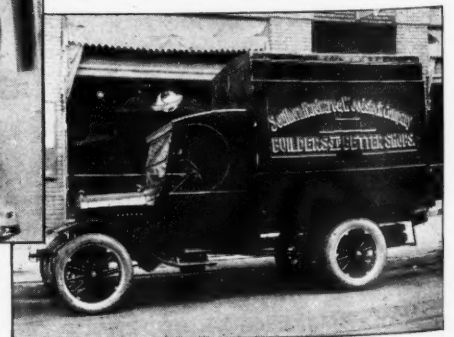
"We have put the truck in charge of a man who is a mechanic by trade, because he can talk the language of the mechanics in the shops, and thus gain entree in the shops of the car dealers."

The illustration to the left below shows how the sides of the truck open out. This permits a number of people to see the demonstration and also gives plenty of light and a convenient "stage" for the equipment man to demonstrate the different drills, electric grinder, valve refacing tools, etc.

The company expresses the belief that the fact that the idea of a demonstration truck carrying shop equipment was new in the territory in which this particular truck worked, added considerably to its value as a sales maker. "The advertising we get from it is equally as good as the profits we actually derive from the sales," they add.



A special truck equipped with machine shop tools has been a business builder for the Southern Hardware & Woodstock Company



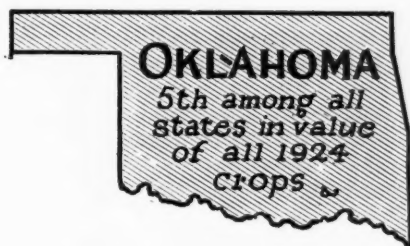
**Nation's
Business and
Forbes Condition
Maps for every Month
since Jan-1925 -
all compiled in
one Circular !**

*These Maps Will Be
Valuable For
Your Files*

Because Nation's Business and Forbes condition maps give at a glance the selling conditions of the United States by States, they are particularly useful to salesmen and advertising executives.

In our latest circular, "Where Authorities Say That Business Is Always Good", we present a compact panorama of these maps, month by month, giving the complete story of 1925 trade up to date. This circular also contains the State ranks in 1924 crop values.

We will be glad indeed of the opportunity to send you one of these circulars. No charge. Merely clip the coupon and mail.



**The OKLAHOMA
FARMER-STOCKMAN**
OKLAHOMA CITY

CARL WILLIAMS - Editor
RALPH MILLER, Adv. Mgr.

E. KATZ SPECIAL ADV. AGENCY
New York - Chicago - Detroit - Kansas City
Atlanta - San Francisco

OKLAHOMA FARMER-STOCKMAN
Oklahoma City, Oklahoma

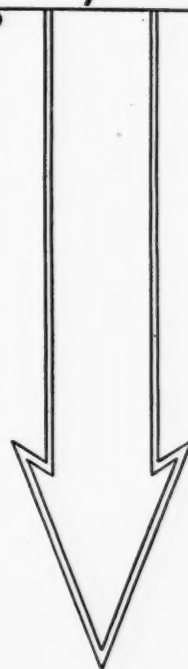
Kindly send me your circular, "Where Authorities Say That Business Is Always Good".

Name

Business

Address

*Shall we
forward this
circular of
Business
Information
to you?*



Mail this Coupon today!



A New Angle To Talk Advertising To Southern Dealers

TO IMPRESS Southern Retailers still more firmly with the advantages of selling Advertised lines and to show them what manufacturers are doing to make their products better known to their dealers' customers, we have begun the publication of Farm Trade News.

Each issue contains 15 to 20 full sized reproductions of advertisements, thus giving them their original merchandising values. Where advertisements use color, they are reproduced in colors.

The first issue was received by some 5000 dealers—firms selling farm machinery, hardware, automobiles, tires, radios, house furnishings, and the like.

In addition a thousand or more copies will be sent to special lists where special attention to the campaign is desired.

Printed on good paper with coated covers, and with a make-up of attractive typography, Farm Trade News is certain to prove a valuable adjunct to manufacturers advertising to the prosperous southern market.

We shall be pleased to send a sample of Farm Trade News, with a fuller story of its aims to readers of this paper. Advertising managers will find it well worth their while to know about it, while planning their 1926 campaign.

**Southern Agriculturist - NASHVILLE
B. KIRK RANKIN, Publisher - TENNESSEE**

Advertisers
and Agencies
give FARM TRADE
NEWS a cordial
welcome

We wish you success in your merchandising undertaking; namely, the publication of "Farm Trade News." Some of these are very helpful, and others are just a nuisance. I am sure, however, that yours will be counted under the former.

Erwin, Wasey & Company

Farm Trade News is very attractively gotten up, and presents facts which, I believe, will be of interest to the dealers reached by the publication.

National Electric Light
Association

This extra publicity is very much appreciated.

Thomas F. Logan, Inc.

We have the first issue of Farm Trade News. Believe you have a really good thing there. It is bound to have a great influence on dealers by bringing to their attention, goods that are being advertised in their communities. If the dealer has any progressiveness about him, he is going to make it a point to tie up his store with this magazine advertising by letting his prospective customers know that he stocks that particular brand of merchandise.

Everywhere you have a dealer who does not happen to stock that particular advertised merchandise, it is bound to have an influence upon him, which should be to the benefit of the manufacturers as well as yourself.

Peters Cartridge Company

When Billy Sunday's Didoes Invade So Many Advertising Pages

Standardization May Be All Right in Industry, but Here Are a Few Examples of Standardized Advertising Which Irk the Reader

By Eugene Whitmore



Exhibit No. 1

AFTER going thru the pages of a November issue of one of the popular magazines, I am wondering how many of Billy Sunday's trail hitters have taken up advertising as a life work. Evidently the bombastic Mr. Sunday's influence has been widely felt in advertising circles. Perhaps this statement should be qual-



Exhibit No. 2

ified to read that Mr. Sunday's influence is being widely reflected in the upward and onward urge which we find in the advertising of correspondence schools.

Glance at the pictures reproduced on this page. The evangelistic atmosphere is prevalent. Exhibit Number 2 is the familiar face and forefinger of the well known Mr. Greenslade, whose genius for making thousand-dollar-a-month salesmen of ex-mail clerks is too well known for comment in these pages. In the complete advertisement Mr. Greenslade's accusing forefinger solemnly points to the startling statement, "You're Fooling Yourself."

There would be no cause to use up this good white print paper to give Mr. Greenslade this free advertising if it were not for the fact that on the next page we find Exhibit Number 4, wherein we discover Mr. L. L. Cooke, another "man who makes big pay men" in a hypnotic pose, belligerently shaking his clenched fist at the innocent reader.

Mr. Greenslade's pointed jab, and L. L. Cooke's threatening assault, I am beginning to wonder if a little gentle persuasion wouldn't put me more in the mood for signing the coupon at the bottom of the page.

But if I want to be persuaded, it seems as though I will look in vain, for flanked alongside Mr. B. W. Cooke's advertisement some unnamed gentleman (see Exhibit 5), jabs another one of those forceful fingers in my eye to order me to "Be a Radio Expert, Earn From \$50 to \$250 a Week." After being nearly jabbed in the eye by Mr. Greenslade, whammed at by Mr. L. L. Cooke, and seeing an imaginary table nearly wrecked by the banging of Mr. B. W. Cooke, this man's unmannerly pointing annoys me.

With growing impatience, I turn another page, and lo and behold! Chief Engineer Dunlap (see Exhibit 1) raises a mighty fist to saw the air in emphasis of his peremptory declaration to "Train at Home



Exhibit No. 3

Mr. Cooke desires to draw attention to his statement, "Learn to Earn \$3,500 to \$10,000 a Year—I Will Train You at Home—Spare Time Only Needed."

The Cooke family must come of vigorous stock, for on the very next page in this estimable journal another Cooke—B. W.—jumps off of the page at you—glaring intently as he shakes a mighty fist to lend emphasis to his urge to "Get a Quick Raise in Pay." (See Exhibit 3.) All right, Mr. Cooke, we are willing, but really, after

Exhibit No. 4

for a Fine Electrical Job and a Big Raise in Pay."

If any of these men came into my home, pounded on



Exhibit No. 5

my desk, pointed at me, poked fingers at my eye or jabbed pencils in my ribs, I would kick up my heels and run away. At least, I would edge towards the door and holler for help. And, figuratively speaking, that's exactly what is done when these stern and solemn visages are encountered in the pages of the magazines. They are depressing. What has the poor reader done to deserve such harsh treatment?

I am not deaf, neither do I relish being Billy Sundayed into hitting the trail. I'd rather be persuaded, cajoled, wheedled or just gently pushed into action than to be screamed and shouted at as these Cookes and Greenslades do. Which brings to mind Hamlet's advice to the players where he says, "Speak the speech, I pray you, as I have pronounced it to you, trippingly on the tongue: but if you mouthe it, as many of your players do, I would as lief the town crier spoke my lines."

"Trippingly on the tongue" if you please. Can you imagine anyone trippingly pronouncing such lines as "You're Fooling Yourself," or any of the other phrases in this copy? And it all sounds so suspiciously alike—and each ad looks so remarkably similar to the ad on the next page. With waving arms, pointing fingers, and banging fists on every page, and the ever familiar, "Big Jobs Open," "Send Coupon Now," "Five Big Outfits Given You," "Be an Auto Expert," "Be a Radio Expert," "Free Proof," and other threadbare phrases, it would seem that some courageous copy-writer would strike out and stop imitating and do something refreshing in the way of putting together a correspondence school advertisement. It would probably pull like an old-fashioned mustard plaster. But Mr. Shakespeare has some

more advice, which should be clipped out and pasted in the copy-writer's hat. It is, "Nor do not saw the air with your hand, thus, but use all gently; for in the very torrent, tempest, and, as I may say the whirlwind of passion, you must acquire and beget a temperance that may give it smoothness."

Now, of course, there were no correspondence schools in Bill's time, nor was he ever goaded by

down comfortably alongside us and say, "Now, my friend, I know you have a hard time. There's the rent to pay, the installment on the Ford, the school books to buy, the taxes to pay, and the mortgage to lift and all that, but maybe there's a way, after all, to buy the kiddies the new scooter, or the wife a new fall hat, and that double-barrelled shotgun you've been wanting for all these years."

Contrast the quiet friendliness of this advertisement with some of the other mail order copy which appears in the current magazines. Isn't it refreshing to see a mail order advertiser who doesn't try to talk to us after the fashion of the banana peddler in the back alley?

May some brave copy-writer speed the day when magazine readers may sit down in peace to read the pages of their favorite magazines without being forced to submit to the fist shaking and table banging of the Cookes, our unknown friend of the radio school, Mr. Greenslade, and other "dominant personalities." For such small blessings, thousands upon thousands of readers will give thanks. If they must show their great earnestness, why couldn't

Does Happiness Cost Too Much?

THERE is no catalog number for "happiness," but we sell it just the same. You'll not find it illustrated, but it appears on every page. The frock for the young lady's first party; the boy's bicycle; dad's radio; mother's new coat. Don't they all mean happiness? And could all of them be had if Sears, Roebuck and Co. wasn't able to sell good merchandise at such low prices?

A customer recently wrote us: "I take great pleasure in showing my furniture to my neighbors. I shall always advertise you by your honesty and great bargains."

Things like that—and every day's mail contains a great many such letters—make us feel that we are a real factor in the lives of millions of American families. You could hardly blame us for feeling a bit proud in helping these folks to a little happiness they might not otherwise have been able to obtain.

Sears, Roebuck and Co. brings the trading centers of the Old World and the New World as well direct to the doors of our nine million customers; they see in our catalogs, at prices they can afford, the things they need, and the luxuries they have wanted.

One-fourth of all the families in the United States know that we guarantee them a saving on everything they buy; know we sell only quality merchandise, honestly illustrated and described. They know, too, that we ship all orders in less than 24 hours.

Our New Big Catalog for Fall and Winter is ready. It shows 35,000 bargains on everything needed for the family, the home and the farm. Send for it today.

Sears, Roebuck and Co.
CHICAGO • PHILADELPHIA • KANSAS CITY
DALLAS • SEATTLE

World's Largest Store

We own and operate Radio Station W L S. Tune in on 244.6 meters.

Send for Your FREE Copy
If you haven't a copy of our new Big General Catalog, send for it today. The complete new catalog goes by mail free of charge to all who send for it. It's yours for the asking.

Mail the coupon TODAY to the store nearest you
Sears, Roebuck and Co.
Chicago • Philadelphia • Kansas City • Dallas • Seattle
Send Large General Catalog.

Name _____
Address _____
Room _____ Box _____
City _____ State _____
Street and No. _____

Here's a new departure in mail order advertising that doesn't shout its head off.

a relentless copy chief who prates about kick and punch and action in his copy. But some of his advice seems good, nevertheless.

There was a time when the pioneer mail order houses used this bombastic type—the accusing finger—the state's attorney "you're-guilty-and-should-be-hanged" pose, and the ear-splitting commands. But there seems to be a new and forward-looking bunch of men writing this season's mail order copy. Witness the Sears-Roebuck advertisement headed, "Does Happiness Cost Too Much?" This advertisement just seems to sit

some of these acrobatic gentlemen stand on their heads—or hang monkey-like by their toes—this last pose would doubtless bring up the idea in the prospect's mind that a go-getting correspondence school is a good place to begin to "evolute"—from a mere drudge to a "big pay man."

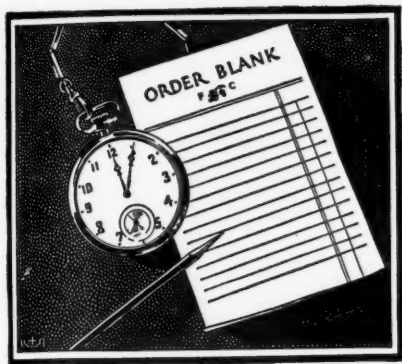
An advertising drive involving an expenditure of \$250,000 has been launched by Westchester County, Pennsylvania, by the Westchester County Bureau of Public Information. The drive is sponsored by business interests.

FROM NEW YORK TO CHICAGO

in

5

minutes



THE SALES MANAGER of an enterprising New York furniture company had as customer a large Chicago department store. Having just received some goods he was sure would interest this store, he placed a long distance call for the merchandise manager. Within five minutes he had his man. Adding up his sales when the call was finished, he found they totaled fifty thousand dollars!

It is not by accident that the use of Long Distance by salesmen and sales managers is increasing so rapidly. A long distance call often saves the time and expense of a long trip. It does not have to wait in the reception room. If the man wanted has left town, it can follow him. It is evidence of importance and the desire to serve. Prices and terms can be discussed as in a personal interview. The goods can be shipped with a substantial saving of time.

Are you and your concern getting more orders and speeding up business by the use of the long distance telephone? Do you

use it in buying, in collections, in making large sales to customers and prospects in distant cities? The failure to use Long Distance daily results inevitably in a loss to efficiency and profits.

The Commercial Department of the local Bell company will gladly, upon call, examine your business and suggest new ways in which Long Distance can serve you. But in the meantime, what man or concern in a distant city should you call now? The telephone will connect you just as it does with the person or firm wanted in your own town. . . . *Number, please?*

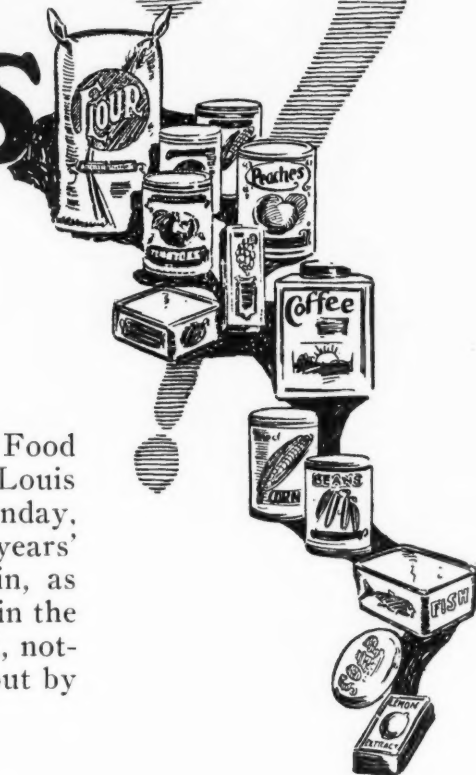
BELL LONG DISTANCE SERVICE



What Are the Facts?

about Food and Grocery advertising in the St. Louis market? What IS, and has been, for years, the determining factor in their sale?

For years the Post-Dispatch has carried more Food and Grocery Advertising than all other St. Louis newspapers—morning, evening, Daily and Sunday, COMBINED. This supremacy is one of many years' standing. The first six months of 1925 again, as usual, finds the Post-Dispatch overwhelmingly in the lead. No new factor has developed in the field, notwithstanding the deceptive information given out by a St. Louis newspaper.



Food and Grocery Advertising

First Six Months of 1925:

Agate Lines

POST-DISPATCH	597,710
Globe-Democrat	277,698
The Star (No Sunday)	190,060
The Times (No Sunday)	69,228

The Post-Dispatch exceeded the Globe-Democrat by 320,012 lines, or more than *one hundred fifteen per cent.* The Globe-Democrat, The Star and The Times COMBINED failed by more than 60,000 lines to equal the lineage of the Post-Dispatch alone.

Persiflage cannot alter the lineage record. Assertion of rapid growth in volume of Food and Grocery Advertising, when an actual loss was experienced, is an intolerable and unworthy deception. Claims of relative standing with first newspapers in other cities, while a weak second in its own, does not influence advertisers who know—or inquire—about St. Louis.

Present-day conditions in St. Louis emphasize the marked and continued supremacy of the Post-Dispatch in Food and Grocery Advertising.

Post-Dispatch—The Strong Favorite With the Retail Grocers in St. Louis

To determine the popular choice for a "one-newspaper" campaign, a recognized Advertising Agency sent an impartial Questionnaire to every retail grocer in St. Louis. Of the 372 who stated their preference, 266 selected the Post-Dispatch, 80 the second newspaper, 16 the third newspaper and 10 the fourth newspaper.

First in Total Paid Advertising! First in Local Advertising! First in National Advertising! First in Classified Advertising! First in St. Louis Circulation! First in Everything!

ST. LOUIS POST-DISPATCH

St. Louis' ONE BIG Newspaper

EASTERN ADVERTISING OFFICE: World Building, New York
KANSAS CITY OFFICE: Coca Cola Building
LOS ANGELES OFFICE: Title Insurance Building

WESTERN ADVERTISING OFFICE: Tribune Tower, Chicago
SAN FRANCISCO OFFICE: 564 Market St.
SEATTLE OFFICE: Terminal Sales Building

Member 100,000 Group of American Cities

U. S. Chamber of Commerce to Delve into Distribution Problems

December Meeting to Seek Means for Reducing Cancellations and Returned Goods, and Abating Hand-to-Mouth Buying Craze

Special Washington Correspondence

FROM the standpoint of the sales manager, the most interesting fact in connection with the call for another session of the National Conference on Distribution is that the meeting in December is likely to be the final session. One of the grumbles, when the initial distribution clinic was held early in the year, was that there was much talk and little action. That was inevitable, after the manner of all preliminaries. But now conclusive results are in order, looking to the formulation, by the forces of business, of a code of ethics to govern all phases of commodity distribution.

The call, issued by the Chamber of Commerce of the United States, indicates that the December meeting will be given to consideration of the six surveys, which have been prepared by the special committees or departmentals to which were delegated, at the initial session, the task of discovering economic losses or wastes in domestic distribution, and indicating remedies. It is not the expectation, however, of any person in authority that the conference will accept the recommendations as submitted. Discussion will be encouraged and the stipulations that finally will be agreed upon will probably contain many amendments to the original draft. From the effort to chart the flaws and faults of our national distributive processes will emerge, however, a proposed code which will probably be made the subject of a membership referendum of the National Chamber of Commerce and, if approved by the requisite majority vote, will strike a note more authoritative than any previous pronouncement on the proprieties of marketing.

Sales managers may take comfort in the assurance that the Distribution Conference will give

consideration to the immediate practical, pressing problems of distribution rather than putter about with theories. Among the problems that will be put before the Conference are: the dangers of over-buying or over-selling; unethical credit practices; over-production of manufactured articles; hand-to-mouth buying; lack of standardization of sizes, quality and workmanship; failure to eliminate needless transportation costs; destruction of containers; highly speculative buying and selling; the returned goods evil; forced selling on installments; cancellations; substitution; delays in delivery; and discrimination between customers. It is expected that the conference will determine the logical place in the distributive scheme of each of the several agencies of distribution, including the manufacturer-wholesaler-retailer channel, cooperative jobbing houses, chain store systems, mail order houses, auction enterprises and house-to-house canvassing organizations.

Announcement that the special joint Postal Committee will hold a final series of hearings in Washington prior to the opening of Congress means that a postage revision measure should be ready soon after the new Congress comes on the job. Officials of the Post Office Department state that they will present, at the final hearings, the figures on income from the new rates that went into effect last April. This is the data for which the committee has been waiting in order to supply a basis for scientific readjustments.

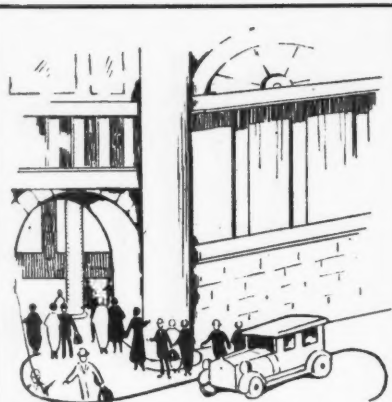
Something actually new in the form of governmental aid for distribution is disclosed in the exhaustive survey of the field of research relating to farm-operating

equipment which has been undertaken by the Department of Agriculture. The National Association of Farm Equipment Manufacturers is demonstrating, by its participation in this project, the possibilities of an additional form of cooperation between a trade association and the national government.

Gossip at Washington has it that Worth, the famous Paris dressmaker, is about to inaugurate against borrowers of the name in the United States, a series of legal actions that will, in some sense, blaze new trails and in consequence may be of exceptional interest to all marketing organizations that rely on the momentum of valuable established good will. What lends particular interest to the instant case is that Worth not only does not maintain in this country any branch of his Parisian establishment, but his costumes are not on sale here, in the usual merchandising manner, but only on special order. Yet the statements of accounts of Worth's millionaire customers in the United States, which have been sent over for the purposes of the prospective suit, indicate how valuable may be the good will of an alien marketer.

The Fourth National Radio Conference will be of moment to many sales managers not so much because it is to consider specifically for the first time the use of broadcasting for advertising purposes, as by reason of the fact that it comes on the eve of a new era in the industry. "The novelty stage of radio is passing. Radio must now find a field of usefulness where it will permanently pay its way." This is the observation of one of the forward-looking

(Continued on page 612)



They'll Carry Your Message Back Home!

In 1916 New Orleans had only 6 hotels of any considerable size, with a total of only 1848 rooms.

Hotels now under construction and recent additions, together with one on which work is scheduled to begin immediately, will give New Orleans in 1926 a total of 14 high class hotels, with 3605 rooms.

Your advertising message in The Times-Picayune this winter will be read not only by the people of New Orleans and tributary territory, but by many thousands of visitors, representing practically all sections of the country.

*Put New Orleans
on that List!*

The Times-Picayune

FIRST FOR THE SOUTH

Representatives: Cone, Hunton & Woodman, Inc., New York, Chicago, Detroit, St. Louis, Kansas City and Atlanta; R. J. Bidwell Co., San Francisco and Los Angeles.



The Sales Manager's Book Shelf

"HOW TO WRITE ADVERTISING." By Howard Allan Barton, vice president of The Albert P. Hill Company, Inc., Pittsburgh, Pennsylvania. (J. B. Lippincott Company. \$2.50.)

From the reviewer's point of view (this reviewer, at any rate) this is an extremely exasperating book. It contains so much of wisdom and sober common sense—so many ideas that are stimulating and significant—that it ought to appeal to the intelligence of a wide circle of business executives. It is to be feared, however, that those business executives who could profit most from its contents will never be attracted by its title, or if they do attempt to read it will lose all patience in mid-stream.

The title in itself is entirely inadequate. Mr. Barton has done far more than to provide a copy-writer's compendium. As a matter of fact he has paid comparatively little attention to the mechanics of copy-writing per se. What he has done, however, is to demonstrate the vital importance of copy in the advertising scheme, to analyze its functions, and above all, to emphasize the fact that it is the copy-writer who sets the ultimate value upon all the other factors that go to make up a campaign. There is much shrewd analysis in the book, as well as some extremely pertinent comment on human psychology, that many an advertiser might profitably take to heart.

For example, in speaking of the copy-writer who attempts to "speak the language" of his audience without any real background of experience, Mr. Barton says:

"Without this experience, correct visualization is impossible. Without it the novice writes 'Ship ahoy' at the sailor and gets a guffaw for his pains. He says 'I swan' to the farmer's wife and has the kitchen door figuratively slammed in his face. He blurts out something about 'oleaginous secretion from the sub-cutaneous tissues' to the physician and 'electrolytic reactions' to pleasure car owners and 'gets the gate' in both instances. And it is well that he does. Inexperience with the ways of men as they actually are has made him appear unhuman."

Again, in discussing the subject of distribution, the author points out that there is a wide difference between the mere placement of goods on the shelves of a store, and the setting up of an active movement of the goods off from the shelves and into the hands of consumers. Real distribution, he claims, is dynamic instead of merely static, and the advertiser who assumes that he has distribution merely because his goods have been "placed" in a territory is not likely to apply the force

of advertising to the best advantage, because he is assuming a condition that does not in reality exist.

There are many chapters in the book which present old ideas in a new and refreshing light, and which ought to stimulate the sales executive to do some constructive thinking on his own account. The usefulness of the book in that respect, however, is in our opinion sadly marred by the author's tendency to indulge in unrestrained panegyric, and his frequent lapses into the vein of the "inspirational" after-dinner speaker. In referring to the American Association of Advertising Agencies, for example, he declares that:

"The members of the Four A's rightly look upon themselves as knights of the business world. They have undertaken an ideal quest for unselfish service and are striking from their paths all who would oppose them. They have entered the lists against Fraud and False Promise and Pretense and have come forth victorious. They have plucked the Barons Bombard and Boasting from their strongholds. One of their band, Sir Vigilance, has flouted Falsehood from every crag and cavern until he trembles to come forth except in dark places and unfrequented by-ways. Among themselves they are as brothers. Though but as the Spartans at Thermopylae, a few hundred in number, they are mighty at arms and through their service, prepare over 90 per cent of the advertising placed in America today."

Now there is no occasion to question the author's earnestness or sincerity in connection with such an outburst, but from the standpoint of the reader whose attention it is most desirable to gain it is sheer, unadulterated bunk. And the same strain recurs again and again throughout the book. Mr. Barton persists in referring to the advertising fraternity as a band of idealists, an order of knighthood (his favorite word), engaged in an altruistic crusade against the powers of darkness. All of which is neither true (though he may himself believe it), nor particularly appropriate in a book that is meant to be and ought to be taken seriously.

This flavor of emotionalism is so marked that the soberminded executive who picks up the book is likely to drop it again without pausing long enough to weigh its real merits. And that is a pity: for Mr. Barton has produced a volume with honest substance to it, and gives evidence of having done some real constructive thinking.

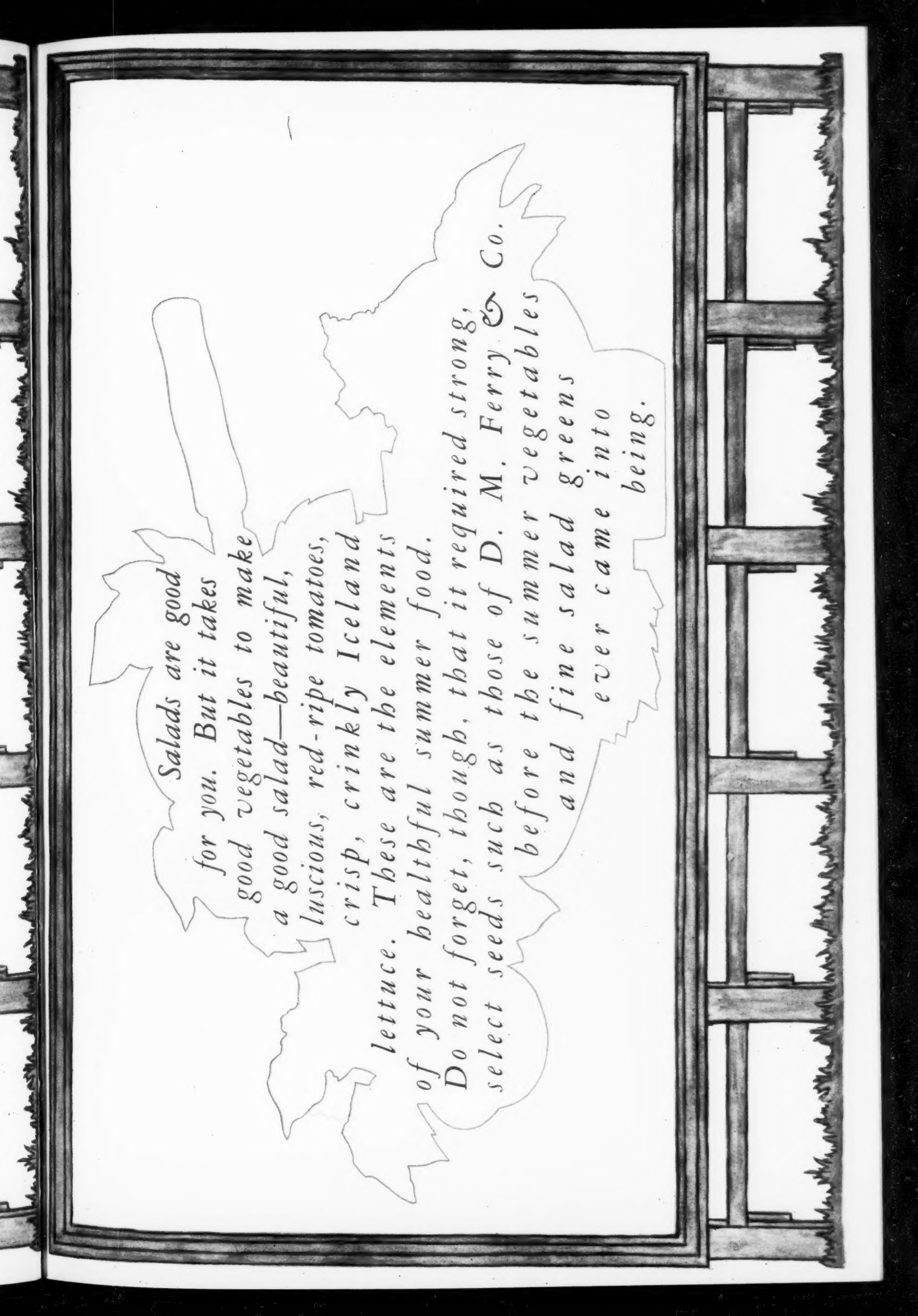
The book is far too good to be passed up, and it's well worth the several hours it takes to go through it. A few grains of salt on the "inspirational" sections will render them harmless.

Would you rather
eat
the Picture
or
the Words
?

EAT SALADS

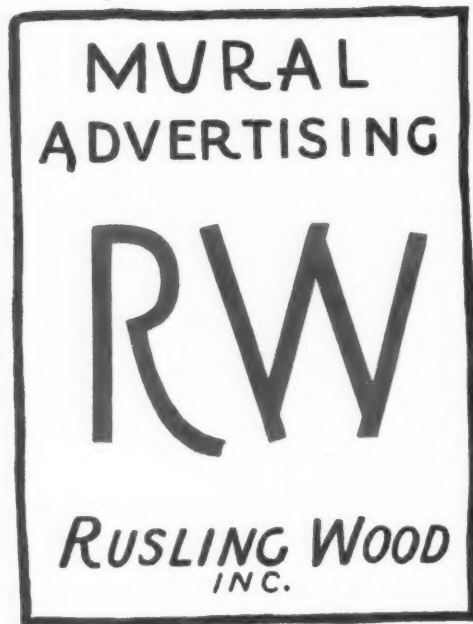
Plant FERRY'S Seeds





Salads are good
for you. But it takes
good vegetables to make
a good salad—beautiful,
luscious, red-ripe tomatoes,
crisp, crinkly Iceland
lettuce. These are the elements
of your beautiful summer food.

Do not forget, though, that it required strong,
select seeds such as those of D. M. Ferry & Co.
before the summer vegetables
and fine salad greens
ever came into
being.

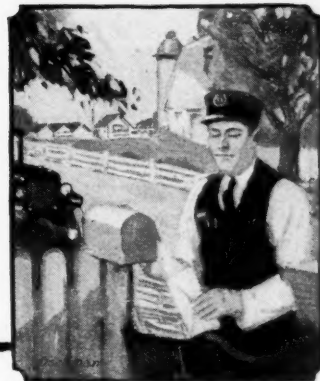


R U S L I N G W O O D, INC.

218 William Street, New York



BETTER SALES LITERATURE



A Department by S. Roland Hall

Three Letters that Pulled \$7,000 in Orders

IN the past few years, many firms have been successfully using direct mail as a means of soliciting business between salesmen's calls.

The much discussed hand-to-mouth buying habit has made it impossible for salesmen in many lines to stock up dealers in advance. Indeed, dealers are hesitant about buying enough stocks to last until the salesman's subsequent visit.

In times past, "Sales Management" has called attention to a number of firms which have very successfully used the mails to obtain these fill-in orders.

Before me are three letters which were sent out by the Pittsburgh branch of the United States Rubber Company, in a very successful effort to bolster up summer sales.

As far as printing, stock and beauty in layout are concerned, none of the letters is in any way unusual, but two letters sent to a list of three thousand shoe dealers brought in \$3,829 worth of business on Keds, which is the United States Rubber Company's name for rubber shoes.

The front page of the letters, which, by the way, were of the four-page variety, carries the regulation United States Rubber Company heading, and a very simple cartoon designed to show the merchant the fallacy of burdening himself with too many brands. In addition to this, there is a plain

printed letter. Although it is printed in typewriter type, there is no fill-in, nor is there any attempt to imitate real typewriting.

The second letter calls attention to the fact that there are perhaps 20,000,000 in the United States today who wear rubber footwear, whereas twenty years ago there were scarcely 2,000,000 who wore rubber footwear. The back page is given over to a special rush order blank.

The third letter, which was sent out by the tire department of the same branch of the United States Rubber Company, went to only 700 dealers and pulled 29 orders for a total of \$3,437.

It was printed in red and blue, and was headed, "Fourth of July Special!" This piece was only a one-page letter, and carried an order blank form on the back page.

Hooking up with timely events such as Hallowe'en, Thanksgiving, and the Christmas holidays, will very often add considerably to the pulling power of a letter. Every sales manager will do well to make a list of all possible opportunities for sending out special mailings such as these two, for by keeping the dealers stocked up, competition is kept out until the salesman's next visit, at least.

THE Royal Electrotpe Company, of Philadelphia, has illustrated an effective way of tying up its mailing list advertising

with its advertising in the trade press.

During 1924 this well known Philadelphia firm ran a two-page spread in several publications featuring interviews with customers who are aptly labeled "Royal" customers. In order to perpetuate the value of these appeals the Royal Electrotpe Company decided to reprint the series of twelve advertisements in book form, and a handsome book it is. Exhibit 1 gives some idea of its appearance.

The cover is a very rich affair, the printing being in red, blue and gold on handsome black stock. Facing the inside title page is an unusual silhouette half-tone view of an office scene. The illustrations through the other pages are full of human interest because they are full-page portraits of well known figures in the advertising, publishing and printing world. The last "Royal" customer shown is no less a personage than Cyrus H. K. Curtis, whose portrait appears facing the reproduction of a fine letter from the Curtis Publishing Company.

The book is a 12 by 8¼ inch production on fine cameo stock, sixteen pages. The illustrations and typography are distinctive enough to need no color except a touch of orange on two pages.

Much is said and written about testimonial advertising at its worst. In the Royal production, we have an example of testimonial

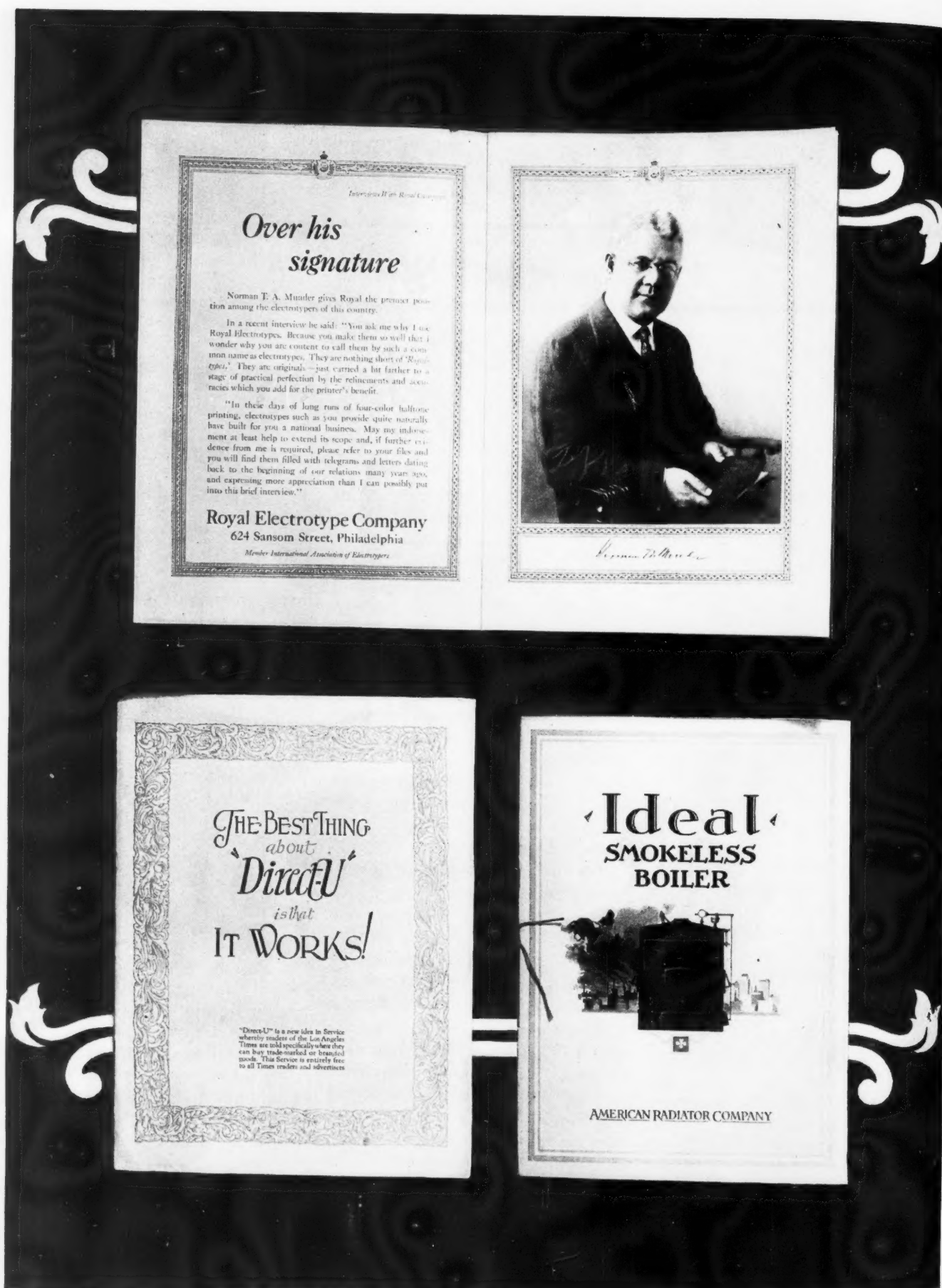


Exhibit 1. (Above) The highest type of testimonial advertising. The contents of this book appeared first as double-page spread interviews with prominent printers, publishers and advertisers. (Below, left) A book in which the "Los Angeles Times" tells advertisers and advertising agencies of a service that braces one of the weak links in national advertising campaigns. (Below, right) A catalog on heating boilers, built to meet the requirements of the owners of good-sized properties, as well as the needs of architects, builders, and heating engineers.

advertising at its best. The persons interviewed are those whose views are sure to command unusual attention.

The Royal Electrottype Company sent a copy of this book to a selected mailing list of seventeen hundred names. As might be expected, the only evidence of success is a large number of favorable comments.

THE "Los Angeles Times" has produced an interesting book telling of its "Direct-U" service by which the paper undertakes to inform readers where all advertised products may be obtained. Exhibit 1. It is recognized that while in some cases it is convenient for the national advertiser to give the names and addresses of his local dealers, in other cases he cannot do so because of the number of dealers or for some other good reason. Even when dealers' names are given, people often mislay advertisements or forget the dealer's name before they are ready to purchase an article of the kind advertised. The "Times" adds:

"Direct-U" imparts a new impulse to the advertiser's own copy, and acts as a constant stimulant to the reading of advertisements. In addition to its use by consumers, it is daily called upon by merchants who wish to know from whom they can obtain products which advertising has interested them in.

In this book are reproduced a number of letters from advertisers and advertising agents telling of actual service rendered by the "Direct-U" plan.

THE every-day mail is full of good items and pointers for convincing sales literature. It should be watched as keenly for "leads" as a newspaper reporter keeps tab on conversation. The "Big Chief" should pass instructions to all who read and answer letters that copies of every interesting item should go to the department having charge of sales literature. A letter from an obscure customer may prove to be a real "bell-ringer" for some folder or booklet.

THE new book of the American Radiator Company, entitled "Ideal Smokeless Boilers," Exhibit 1, is entitled to a promi-

nent place in the gallery of fine catalogs, especially just now when the American public is trying to figure out how it can make coal, smoke, gas and every other element of fuel perform their best offices.

The book is on Lustrcoated Ivory—thirty-two pages and cover—with printing in blue and black and illustrations in full color. The text of the book starts off with the business-like heading of "The Problem of Smoke-Prevention is Now Completely Solved." In fact, the book throughout is characterized by headings and sub-headings of the scientific type rather than general claims—"What happens when soft coal burns," "The problem of smokeless combustion," "Free and rapid internal water circulation," etc.

The various types of boilers put out by the American Radiator Company are shown in perspective and in section, a number of the sectional views being in color, to show the action of fuel.

Five pages are devoted to various types of modern buildings, ranging from churches, schools and office buildings to industrial plants, where Ideal Smokeless Boiler systems have been installed.

The advertiser gives the information that this very complete book was designed for use in answering inquiries when the inquirer gives a description of the building, and also that it was designed with a view to the needs of the architects in the heating trade.

The final four pages of the book are given up to blue-print charts of dimensions, ratings and data covering both steam and hot water installations. Among the tables are those that give chimney sizes for boilers in battery, the arrangement of sections, etc. Such definite data makes the book more than ordinarily valuable to the architect and the heating engineer.

The advertiser says, "We have no record of sales results that are directly due to the distribution of this catalog, but we feel it is a splendid aid in selling our smokeless boilers."

THE automobile companies are not to be outdone by advertisers who are exploiting bullet

proof vests, tear gas and other methods of foiling the bandit.

From the American Armor Corporation, of New York, comes an interesting booklet dealing with a type of automobile "completely armored with 'Bovite' bullet-proof metal"—a limousine in which you can ride in perfect comfort, smoking serenely, with your money satchel by your side while the bullets of the bandits rattle harmlessly on your car like hail-stones.

After a while, being a banker or a messenger transporting gold may not be such an adventurous life.

ONCE a year have somebody a hundred or so miles away from your headquarters quietly send in an inquiry as a test of your service. Check up and see how it was handled by your departments or your dealers. The result may make you happy or it may suggest a little house-cleaning as to methods.

IT seems highly important that a concern advertising equipment for direct advertising campaigns ought to prove its own argument by doing direct advertising successfully.

The Elliott Addressing Machine Company is one of a group of advertisers that is practicing most effectively the particular business doctrines that it preaches. Incidentally, it is well to remember that direct advertising does not necessarily mean mail-order advertising. It can just as well mean advertising that supports the dealer or traveling salesman as it can mean advertising that brings an order by mail to the manufacturer or a mail-order merchant.

The Elliott Addressing Machine Company has first of all been successful in getting an extensive distribution of a handy-sized book, entitled "Direct-by-Mail Advertising"—thirty-four pages and cover. This is a part of Exhibit 2. The booklet strikes right out with the heading of "Making More Money" and follows with such suggestive headings as "An Analysis of Advertising," "Direct-by-Mail Advertising," "Direct-by-Mail Follow-up," "How to Get a Mailing List," "How to File a Mailing List," and so forth. This booklet is distinctly

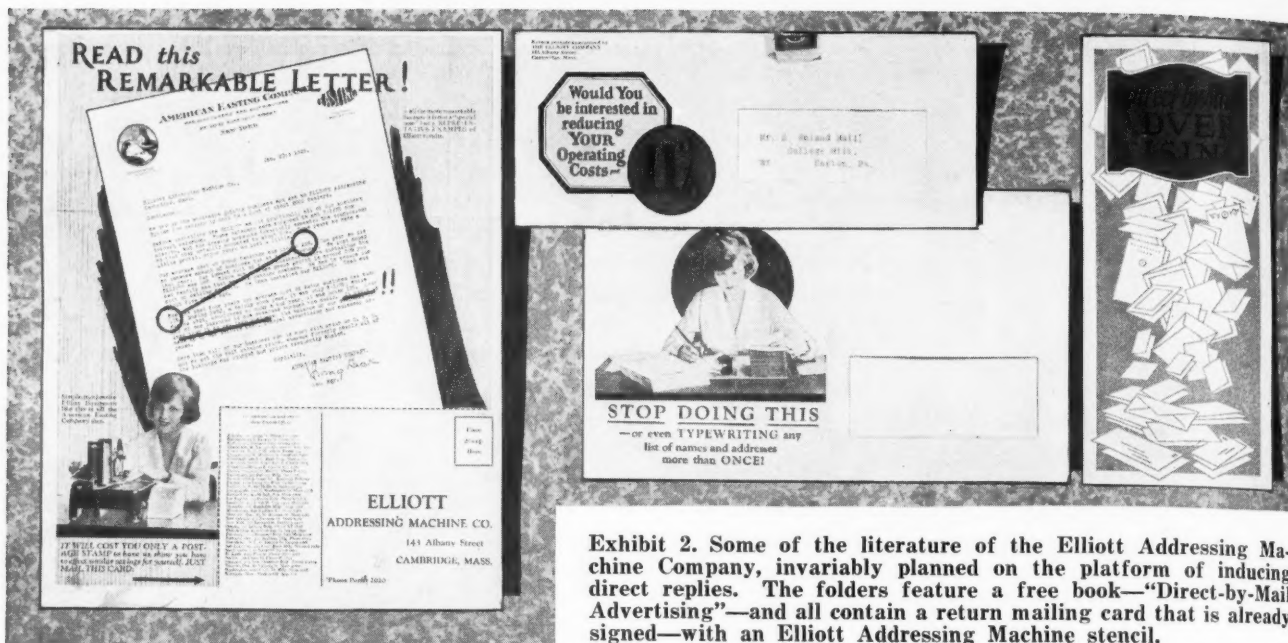


Exhibit 2. Some of the literature of the Elliott Addressing Machine Company, invariably planned on the platform of inducing direct replies. The folders feature a free book—"Direct-by-Mail Advertising"—and all contain a return mailing card that is already signed—with an Elliott Addressing Machine stencil.

"how to" literature. Of course it lays emphasis on such forms of advertising as those for which an addressing machine would be used, but it is common-sense literature just the same and its popularity is attested by the fact that in the period from July 15, 1925, to September 1, 1925, 120,000 circulars sent out announcing this book brought 3,074 requests for it. And just remember that this happened in the hot season when things are supposed to be dull, with business men taking all the time possible for golf and for visiting their families at the seashore, in the mountains, or elsewhere.

The Elliott Addressing Machine Company is not chary or wary about figures. It offers the information that these circulars announcing "Direct-by-Mail Advertising" cost a total of \$3,000, which means that the 3,704 inquiries received at the time the report was made up cost a little less than \$1 each. In the period from July 1 to September 1, the book was offered free of charge to the readers of one extensively circulated general magazine and two business magazines. The total cost of this advertising was \$4,500, including plates, and the inquiries, at the time the report here referred to was made, had reached the total of 1,033—approximately \$4.50 each.

The purpose here is not to settle the never-ending argument about the comparative value of periodical and direct advertising plans. Some advertisers do not care for

inquiries at all—apparently thinking that the best type of customer does not send inquiries through the mail but goes to a local dealer. This depends on the commodity advertised, but the conclusion cited would not seem to apply to such equipment as that offered by the Elliott Addressing Machine Company.

That the Elliott Addressing Machine Company is not hidebound is shown by the fact that it seeks inquiries through both periodical and direct advertising methods. The point is that this advertiser believes in furnishing salesmen definite leads. Mr. Denby Brown, advertising manager of the Elliott Addressing Machine Company, says:

When we say that Elliott salesmen seldom call except where invited, we mean it. For example, from January 1, 1925 to date we have sent our men in the field the names of exactly 10,521 business firms who have wanted to know about our system. This number of prospects naturally keeps our sales force pretty busy without having to scratch any gravel. And from what I can predetermine from the plans for mailings during the remaining months of the year, I know pretty well that by the end of the year we will have

sent our men in the field a grand total of 15,000 prospects, or over. This from both magazine and circular advertising.

I wonder if you know of any specialty manufacturer in our field who manages to send his salesmen such a mass of leads as this?

Also—since our total advertising budget, including overhead of advertising department and everything, amounts to approximately \$150,000 a year—this means that we are getting inquiries at the average cost of \$10.00 each. And I also wonder if you know of any national advertiser or manufacturer of a specialty such as ours that has brought the cost per inquiry down to as low a figure as this—basing this cost on not merely the cost of circulars and mailing, or the cost of magazine space, but upon the total advertising budget?

These figures are not confidential and I don't care what you do with them.

Exhibit 2, in addition to showing the book "Direct-by-Mail Advertising," also shows a number of typical circulars used by the Elliott Addressing Machine Company. These are all folders of the multiple-fold type and all contain a return card, which is usually a part of the folder itself and which

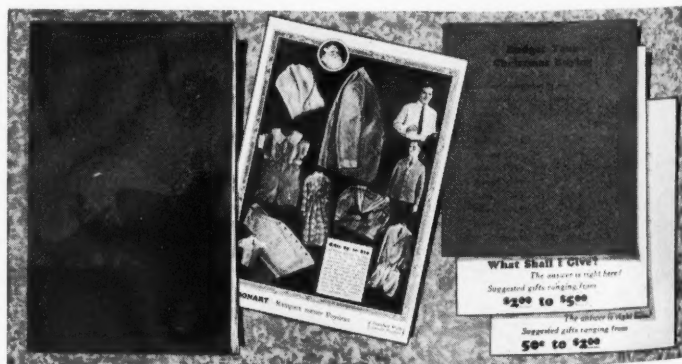


Exhibit 3. A Christmas Budget Book produced in the form of a pad, which encouraged the buying of utility merchandise.

A new and better way to plan direct mailings

WARREN'S SALES UNITS

speed production—cut waste—reduce costs

The following has been the usual method of planning and building a booklet or folder:

First, find the approximate size needed—

1. To fit a coat pocket.
2. To fit a file.
3. To fit the size of illustrations.
4. To suit the demand of the customer, or the needs of the work to be done.

Then to cut it economically—if possible—from standard paper sizes.

Next, to find—or to have made—an envelope to carry it.

The new and better practice—the time- and money-saving practice—is to start from a Warren Standard Sales Unit—a booklet, folder, or illustrated letter with an envelope to match the stock in color.

There are *ten* sizes, one of which will meet any normal size requirement. You can write your story and plan your pictures to fit one of these Unit sizes. Any one of them will cut without waste from stock sheets. These sheets are of standard sizes; they will fit your printer's press and folding machine, and thus save time and cut out needless motion in the pressroom and the bindery.

Envelopes to match are part of the Warren Standard Sales Units

Envelopes that match in right color, manufactured by the United States Envelope Company, are *immediately* available to your printer. These are made of special envelope paper that has ample strength to stand handling in

the mails. This paper has a good writing surface and "takes the gum" perfectly.

The envelopes are stylish in cut. The lower flap comes high, is nearly rectangular, and makes a flat surface. There are no awkward ridges to interfere with the even impression of your addressing machine. The Standard Unit envelopes are made in "penny-saver" style, so they may be mailed either first or third class.

Because they are made in long runs that afford the economies of quantity production, these envelopes cost much less than you have been accustomed to pay for "Envelopes to Match." You can get complete information and samples of Warren's Standard Sales Units from any paper merchant who sells Warren's Standard Printing Papers. Or write direct to S. D. Warren Company, 101 Milk Street, Boston, Mass.

WARREN'S STANDARD SALES UNITS

The Warren's Standard Sales Units are a further step in the work of paper standardization inaugurated by the Honorable Herbert S. Hoover's Committee on the paper and printing industries.



appears directly behind a cut-out window in the address side of the folder. Thus, when the folder is imprinted with the prospective's name and address, this name and address goes on the return card and all the business man has to do, if the Elliott argument interests him, is to detach and mail the card. The following notation appears on the post cards: "Note that this card is all signed for you by an Elliott Addressing Machine." Therefore, every folder is a demonstration of the Elliott Addressing Machine Company's argument.

The folders are of great variety as to text. Some consist altogether of some interesting business experience; others deal with the importance of cultivating ground ahead of the calls of the salesmen, while still others go interestingly into the problem of saving labor and time in office operation. Naturally, all of them show that the solution is the adoption of sound direct-advertising plans in which the Elliott Addressing Machine plays an important part.

The headings and illustrations used for the address-sides of these folders were evidently chosen with great care. Examples:

"I would resign my office as secretary rather than work without the help of the Elliott."

"A thousand helping hands in one."

"It takes Some Boy to make any impression on Cold Iron."

"Stop doing this—or even typewriting any list of names and addresses more than once!" In this latter case, the illustration is of a young woman addressing envelopes with pen and ink.

Some of the titles have strong human interest appeals. For example, "Read what Johnson writes Mr. Noble." This particular folder features the pleased letter of a salesman who wrote to the home office boss about the help

that he was getting from the advance advertising that had been done to pave the way for him.

The Elliott Addressing Machine Company has also made a great departure in distributing information popularly known as "catalog information." Instead of having a weighty catalog and wrestling with the problem of getting the catalog to the proper person and getting it to him with the letter, the company uses an illustrated letterhead that, on the two inside pages, provides a catalog description of the complete line and equipment offered. This material is condensed but is freely illustrated. Prices are given in a separate color. Mr. Denby Brown says:

We answer all inquiries on this letter-sheet, and then if we know the man to whom we are writing is particularly interested in any particular item of equipment (such as automatic selective addressing), we insert in this 4-page letter-sheet a specialized circular of same size, going more deeply into the particular subject.

By this method, the advertiser believes that he has solved, to a great degree, the problem that often exists when a bulky catalog

is used. Perhaps the plan would not meet the needs of every advertiser, but this illustrated-letter-head idea seems to have great possibilities.

It is refreshing, anyhow, whether every advertiser can adopt or adapt the methods of the Elliott Addressing Machine Company, to find a business concern selling relatively high-priced equipment that has the platform of:

1. All advertising planned and aimed with the definite objective of securing direct inquiries;

2. No advertising that does not pay for itself in the form of direct inquiries.

"EVERY inquiry handled the day it is received" is the platform of the Frank E. Davis Company, of Gloucester, Massachusetts, a concern that has built up a million-dollar sea-food business and which has progressed so far that it is now able to sell a big volume of its products as Christmas presents. Maybe you can't be that quick on the trigger, but the "shooting" of information is all too slow in the case of many manufacturers.

IT isn't too early to begin thinking of Christmas literature, even if the edition is to be only a small one. Among the most Christmas books or folders that have come to attention is one issued by the Sam Bonart store, of New Orleans, and prepared by J. J. Paglin, also of New Orleans, Exhibit 3. This is a Christmas Shopping Budget and is so called, though the only thing that appears on the outside cover is the figure of a man seated before an open fire, looking at a calendar for the month of December.

The inside pages are bound up in pad style, the top sheets being of various lengths so that space is left at the bottom



Exhibit 4. Blotters that are effective miniature posters.

Buckeye Text— Buckeye Cover



The Founder
WILLIAM BECKETT
1821 - 1895



We had ventured to believe that the announcement of a new product by this old establishment would be a matter of interest in every printing house and advertising office in America. Our happiest expectations have been exceeded.

Buckeye Text, the younger sister of Buckeye Cover, has been found by users everywhere to possess the same general attributes that have made Buckeye Cover the outstanding paper of its kind. The Text paper is, we believe, the most beautiful and soundest antique printing paper obtainable at moderate cost. In our well-considered opinion it will not suffer by comparison with any text paper, without regard to price.

In no way can printers give distinction to their work more surely than by the application of careful typography to Buckeye Antique Text. The combination of Buckeye Text and Buckeye Cover is the most economical by which really fine work can be produced.

THE BECKETT PAPER COMPANY

Makers of Good Paper in Hamilton, Ohio, Since 1848



Salesman's Data Book for 1926

An Every Day Help to Bigger Sales

MOST popular holiday remembrance of all Dartnell productions. The 126 pages, carefully compiled, provide space for all the records and memoranda a salesman wants to keep. The practical suggestions for increasing sales are a constant inspiration to bigger accomplishments. Enables a salesman to better organize his time, and points out many opportunities for making calls produce more sales.

Includes a section of suggestions for selling various types of buyers; ruled pages for call-backs and appointments; space for auto expense, insurance policies, income tax and deductions from tax to which salesman are entitled; pages for formulating a personal budget; comparative sales records; charts showing relation of turnover to profits; list of best hotels for salesmen; trading population of cities; and other valuable data for salesmen.

What Others Think

"The writer has made a personal presentment of the Data Book to the salesmen for two successive years as a Christmas reminder. We find that it is now expected, not so much for the sentiment as the value of the book itself. We do not believe any of the boys would be without it."—Hall Lithographing Co.

"Our men use their Data Books very regularly, and very intelligently. We entered in them comparative sales records, which the men have kept up very faithfully, and I don't believe there is one book which is not carried in the pocket of its owner at all times."—Imperial Candy Co.

"The Data Book is the only thing I have ever furnished our salesmen that has stayed with them throughout the year. When will the 1926 book be ready?"—A-B Stove Company.

"We have given our salesmen the Data Book for the last two years, and they expect it as much as they do new samples when leaving for their territories on January 1."—U. S. Rubber Co.

"You can rest assured that your Data Books are in the pockets of every salesman to whom they were given. In fact, they came in to my desk while I was away and 'swiped' three copies I had reserved for myself since February. Instead of 60 or 70—the number I ordered last year—I shall want at least 100 this year."—Geo. H. Bowman Co.

"One of our representatives just wrote us that in the Data Book for 1925 he found information that he had been looking for and was unable to obtain elsewhere."—Holeproof Hosiery Co.

"I plan to give quite a number of these books the latter part of this year as prizes to our representatives."—Better Brushes, Inc.

"We supplied this book to some of our advertising and office men as well as salesmen. All of them appreciated the Data Book and the information it carries."—Coca-Cola Bottling Works.

Executive's Personal Record Book

A handsome, limp leather bound desk book for executives. Organized space for sales records, plans, daily appointments, memoranda, etc., especially suited to the executive. Includes 50 pages of tables, tabulations, lists, and charts of information of daily use to the sales executive. A splendid gift for \$5. Ask for descriptive circular.

**Every Salesman
Will Want One**

For Gifts to Salesmen

Makes ideal holiday remembrance. Practical information and attractive appearance insures its use every day in the year. Special inserts make the Data Book particularly interesting to firms with large sales organizations.

For Banquet Place Cards

With individual names stamped in gold on covers these books make exceedingly attractive place cards for salesmen's banquets. Adds a distinctive touch to your program.

As Convention Souvenirs

Present each salesman with Data Book. Insert this year's sales totals by months in spaces provided for comparison with next year's results. Will be a constant inspiration to improvement.

For Hotel Guests

Prominent hotels catering to salesmen guests find the Data Book makes an ideal holiday remembrance. An investment in good will that pays dividends out of proportion to the cost.

For Jobbers' Salesmen

Imprint your firm name on these books and present them with your compliments to your jobbers' salesmen. Will build good will for your company and keep your products before men who have a thousand other products to keep in mind.

For December Contests

Offer Data Books, with individual names in gold on covers to your salesmen to stimulate sales for December. Increased sales will easily show a profit on the investment.

For Friends Who Sell

No more highly appreciated remembrance could be selected than the Data Book, with individual name stamped in gold on covers and mailed in holly boxes. Send us your list and let us take care of your holiday remembrance problem this year.

For Brokers or Agents

The Data Book is particularly appropriate. Information and data it contains will be of constant usefulness and will serve to keep your interests before these men.

THE DARTNELL CORPORATION

*Publishers of Sales Management Magazine and
the Dartnell Service for Sales Executives*

CHICAGO

NEW YORK

LONDON

Sample Copy \$1
\$10.50 a Dozen

Quantity Price
on Request

CHECK POSSIBLE USE
OF QUANTITY

Send a sample copy of the Dartnell 1926 Salesman's Data Book at \$1 (25c extra for gold stamping name) and quote price on following quantity:

Name.....

Company.....

Address.....

Gifts for Salesmen.....☐
Jobbers' Salesmen.....☐
Dealers.....☐
Branch Managers.....☐
Banquet Place Cards.....☐
Convention Souvenirs.....☐
Contest Prizes.....☐
Brokers or Agents.....☐
Hotel Guests.....☐
Friends Who Sell.....☐
Customers.....☐

Mail to THE DARTNELL CORPORATION, 4660 Ravenswood Ave., Chicago

of each page for a display line, thus forming a tab index.

The first page is an invitation to "Budget your Christmas Buying," and there are blanks for all the relatives and close friends. Under the various memorandum sheets are illustrated pages of merchandise. These vary, one page showing articles that can be bought for from fifty cents to two dollars, another page shows articles from two to five dollars and still another page articles that can be bought for from five dollars upward.

The back cover is perforated into ten convenient Christmas cards, headed "Merry Christmas and Happy New Year," and blank lines below following the two words "To" and "From." As the cover is in red, these little cards are in appropriate form.

Mr. Paglin gives the information that most of the persons who received this book were customers who had patronized the Bonart Store over a period of three years. While the advertiser cannot prove by figures that the book was a profitable expenditure, it seems from the questioning of a number of customers that it was appreciated and used very largely by wives rather than by the men themselves. There was a noticeable increase in the number of people who came to the store and asked for specific articles and specific prices and there was also a decided trend toward utility merchandise rather than jewelry and the trinket type of gift. The advertiser believes that this 1924 budget book had much to do towards this trend.

Mr. Paglin gives the information that a book of this character costs from five cents upward, according to the quantity that an advertiser can use.

SOMETHING is often gained in an advertising campaign by having the principal campaign reproduced in other forms of advertising. There is nothing new in this practice. For many years, advertising sent to the retail trade has shown reproductions of magazine and other advertising. Some advertisers make a practice of mailing out a series of folders that pictures the advertising running in

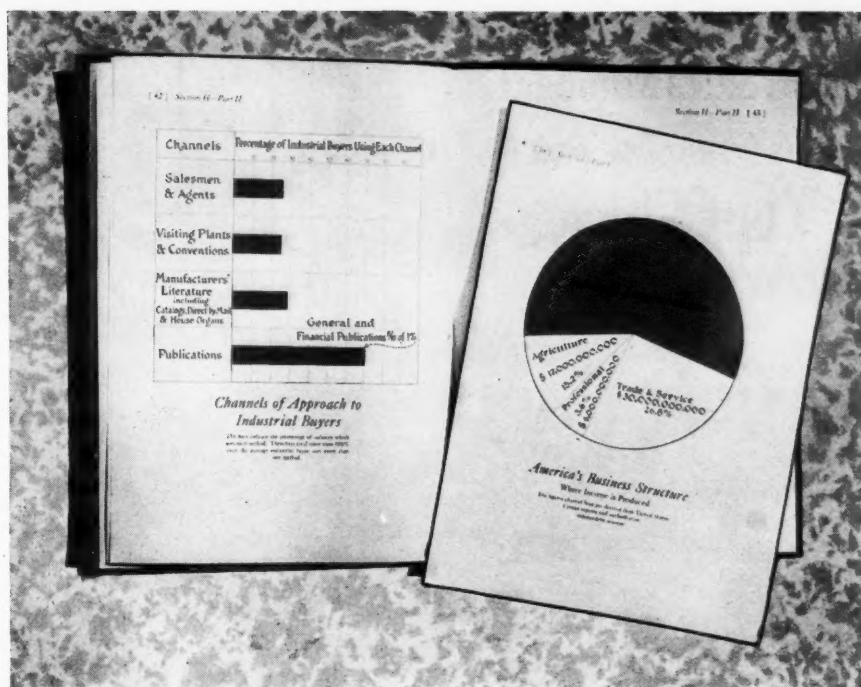


Exhibit 5. The document that opens the eyes of readers about conditions for selling in the industrial field. This book was well advertised in leading newspapers.

consumer publications. An advertiser of a household specialty that is introduced into new territory by means of very small newspaper advertisements has adopted the economical and effective method of presenting each one of his advertisements on a government postal card which is sent to the drug trade.

The manufacturers of Upson Board, like many other national advertisers, make use of small blotters. A recent series of Upson blotters for the trade consists of exact reproductions of a billboard campaign. The designs were made from the art work used for the bill posters. Exhibit 4 shows four of these blotters. It is said that the series has been very enthusiastically received by the dealers because of the fact that the blotters are unusually fine bits of work and because the series ties up closely with the outdoor advertising.

It is not easy to get first-class color effects on blotter stock, but this particular series shows that usual difficulties can be overcome and that fine reproductions can be made with fidelity to the original colors. The specimens shown in Exhibit 4 were furnished through the courtesy of the Stubbs Company, of Detroit, who reproduced the series.

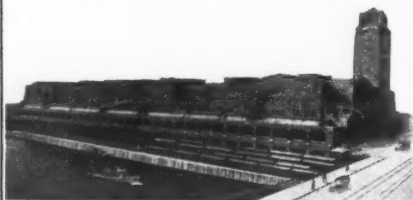
KEEP an up-to-date file of all competitive literature and literature of lines that are related to the one you are exploiting. You may not want to follow the other man's literature closely, but you should know what he is sending out.

IT is one thing to get up a sound, impressive book dealing with marketing problems. Important as that is, however, it is even more important and more difficult to bring such a book to the attention of the executives who are, after all, key men in any marketing plan.

Exhibit 5, is a reproduction of a very fine illuminating document on the subject of "Industrial Marketing." The book itself is a good-sized affair, measuring 12¼ by 9¼ inches, sixty-four pages. The text is in good-sized type and the arguments and findings are made unusually clear by large charts, printed for the most part in colors. Such charts are in pleasing contrast to the many put before the business public on such a small scale that reading is very difficult.

This volume on "Industrial Marketing" carries the sub-heading "A Survey of the Buying Habits of Industry." The following headings indicate the general character of the text:

Mr. Sales Manager: This Great Plant Can Be Your Chicago Warehouse



Are your salesmen in this territory losing orders because it takes too long for your product to come to the trade here from your factory?

Have you figured how much of the money that you spend in advertising and sales campaigns is a total loss because your competitor gets the business by making immediate delivery from Chicago stocks?

If you have not investigated public warehousing as applied to the distribution of your product and want to know why enterprising manufacturers the country over find our services an economy and not an expense, write us now.

Ask us for a copy of the 33-page government treatise on "The Merchandise Warehouse in Distribution." It will be sent you gratis.

Let us know your particular problem in the Chicago market. It will receive the considerate attention of a distribution specialist.

**Chicago's Big
Downtown
Warehouse**

**Western
Warehousing
Company**

331 West Polk Street, Chicago

"At the Edge of the Loop"

WILSON V. LITTLE, Superintendent



Exhibit 6. Another handsome book, printed in colors by the offset process, that has become popular by reason of its recipe character. The "how-to-use-it" plan is full of possibilities.

"Industry—the workshop of the world."

"America's business income."

"Classifying industrial markets."

"The buying structure of industry."

"Sales objectives in industrial markets."

"Cautions in building the market structure."

"Industrial buying."

"The movement of goods from industry to industry."

"Sales contacts for industrial and private consumers."

"Buying classes."

"Plan of the investigation."

"Which men control industrial buying?"

"A special investigation of general executive influence."

"Channels of approach."

"A balanced program of sales promotion."

"A check vote on publications."

"The place of industrial journal."

"Advertising requirements of industrial buyers."

Some of the charts show facts that are startling to those business men who have not given the industrial field close study. In Exhibit

5, for example, which is a reproduction of one of the first charts of the book, industry is shown to produce 54.5 per cent of the total income of America—a total that is far beyond the agricultural field, the professional field and even the trade and service field.

After producing this book, the next problem of the McGraw-Hill Publishing Company, publishers of a large group of industrial magazines, was to bring it to the attention of a large group of men interested in marketing, some of whom pride themselves on the fact that they do not read advertising. It is obvious, of course, that the book could be sent out in a selective way by direct-mail methods, but the McGraw-Hill Publishing Company concluded to do a little "broadcasting." Outlining this campaign, the McGraw-Hill Publishing Company says:

With this message, we have aimed to interest not only the manufacturer, his sales executives, his advertising manager, and advertising agents, but also the financial executives, directors, bankers—in fact, all those men who in any way bring influence to bear upon or dictate general policies. Our first step was to set up the sales and advertising publications as a

necessary element of the campaign. Then we made a general study of our own sales records and found that our own business is concentrated in certain large industrial centers, where most of the manufacturers of industrial goods are located. Finally, we added our own publications so as to reach especially the moderate size and smaller companies where the management executives are also actively interested in production and operation (therefore, readers of our production papers) and also to reach the large concerns where the management has production as one of its larger problems, and where the management executives have risen through the production side of the business.

The series is running on a monthly basis, insertion dates being arranged to coincide as closely as possible throughout the entire list. To heighten the effect of the newspaper advertisements, and to give them an especial appeal to our prospects, we send out reprints of each advertisement several days before it appears, and accompany them with a special letter written in the mood of the advertisement itself. In addition to our own advertisers and prospects (manufacturing concerns) we send these reprints and letters to our advertising agency prospects, and to an especially prepared list of banks.

In spreading these principles of sound industrial selling among the men to whom they are vitally important, this campaign is proving very successful, so far as we are able to measure by the visible returns. From all parts of the country come letters of commendation, requests for "Industrial Marketing" or definite requests for consultation. These returns show the keen interest being taken in our message by presidents, vice-presidents, sales managers, advertising managers of manufacturing concerns, district managers and salesmen of the concerns, advertising agencies, banks, financial and commercial consultants, government bureaus, colleges, libraries, authors, etc. Thus, we are not only establishing the principles among sales and advertising executives, but are reaching back into the financial influences. And then, too, we are getting acceptance of this educational value through colleges, libraries and business authors. One remarkable thing we are finding out is the wide-spread influence of some of the newspapers. For example, a Connecticut banker came in contact with our advertising in a Pennsylvania paper, and similar evidences are frequent.

The advertiser adds: "Inquiries were by no means a primary object of this campaign, but they have turned out to be an interesting by-product." Actually, more than 300 inquiries had been received at the time the advertiser gave a report of his campaign. The requests from inquiries and the other methods employed by the advertiser have resulted in a distribution of 15,000 copies of the book "Industrial Marketing."

An Open Letter to the President—

**of a company willing to pay
at least \$25,000 a year to a
man who will earn several
times that amount as the
operating head of a market-
ing organization**

Such a man is available. He would make an ideal general manager of an established business whose owners feel that results are not up to opportunities, or of a new company, adequately financed and making a meritorious product.

He is 39 years old and in perfect health. Since turning thirty he has accomplished big results for three national organizations, but his best years are ahead. A few of the highlights in his experience are:

(1) As general manager of a food products company with \$400,000 invested capital he made net profits of \$468,000.

(2) As director of sales in another company he built in one year a volume of twenty million dollars on a five cent article and established 900,000 outlets.

(3) For a third company he broke into a highly competitive market in New York and secured 12,500 retail distributors in seven months.

He has administered large advertising appropriations; organized selling organizations in Europe, Asia and Africa; sold merchandise profitably through all types of distribution channels. He builds lasting organizations. It has been three years since he left the second company mentioned above but the sales personnel and policies remain the same.

Moreover, he is a gentleman. College trained. Studious and progressive—yet he keeps his feet on the ground. People like to work with him, and he likes people.

An interview may be arranged through

Philip S. Salisbury, Vice-President,

The Dartnell Corporation

19 West 44th Street

New York City

The Brooklyn Times—

In Brooklyn, is FIRST in circulation, and 80% is delivered directly into the homes by 1200 Times carriers.

The Times is a member of A. B. C.

The net paid circulation for six months, April to September, 1925, was

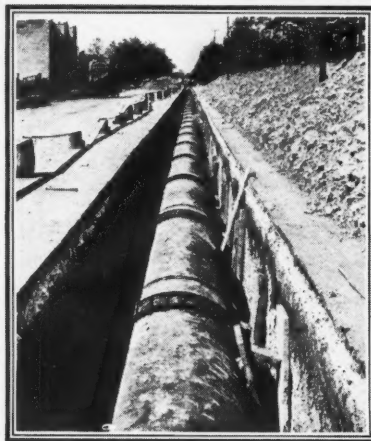
80,081

Brooklyn has over 400,000 families, and a population of over two and a quarter millions.

This Brooklyn market is one of the best and most concentrated in the U. S.

The Brooklyn Times
Times Plaza Brooklyn

Foreign Representatives
Lorenzen & Thompson,
New York Chicago
San Francisco Los Angeles



DRESSER COUPLINGS
for
MANUFACTURED GAS MAINS

THE permanent utility and efficiency of Dresser couplings for the transportation of Manufactured Gas, is unquestionable. They are easily and quickly installed. By their use all leakage loss is eliminated, and the cost of maintenance is nil.

Dresser Couplings produce strong, flexible joints that take care of all expansion and contraction in the pipe. They are unaffected by vibration, washouts, cave-ins or other disturbances, and will remain permanently tight.

During the past few years the Peoples Gas Light & Coke Company of Chicago, made many installations of practically all sizes of Plain End Cast Iron Pipe connected with Dresser Couplings. The most notable of these is one consisting of 48-inch Cast Iron Pipe, Dresser coupled throughout, which required more than six thousand Style 38 Couplings. The results obtained from all of their Dresser lines, both in the construction work and from their performance, have been such that they are now among our most enthusiastic boosters, and we are pleased to refer to that Company for complete confirmation of our claims.

Credit the saving effected by Dresser Couplings, thru the elimination of leakage loss and maintenance expense, against their cost, and in a short period of time they will have paid for themselves. Sound economy in gas transportation requires such installation.

S. R. DRESSER MANUFACTURING CO., BRADFORD, PA. U.S.A.

Exhibit 7. A folder for gas company officials and engineers, made highly attractive through striking illustrations, good paper, and pleasing, two-color printing.

A good many interesting letters have come in in addition to inquiries. The vice-president of a large electrical manufacturing company wrote:

Success in industrial selling can be achieved only by carefully determining the natural, worth-while markets, and then organizing a special sales department to properly serve these markets. Any suggestions such as your advertisements are of great value and assistance to industry. They should stimulate economic efficiency in selling and eliminate waste. We are making an analysis of our selling problems along these lines, and your advertisements and suggestions are most commendable and timely. We should be pleased to have you send us twenty-five copies of the reprint of your advertisement that will appear on June 25 for distribution to our branch sales managers. We should also like you to send us a copy of "Industrial Marketing."

The president of a large Connecticut bank wrote:

Will you be good enough to send me a copy of your booklet entitled "Industrial Marketing"? We, of course, could not avail ourselves of the services that you advertise, but we nevertheless have many customers who inquire of us along these lines, and we would like to have an available copy of the book so that we might be able to give them your viewpoint.

The general manager of a large boiler manufacturing company in Pennsylvania commented:

We were quite impressed with the advertisements which you recently ran in the leading newspapers. The four principles of industrial marketing, which you are emphasizing, are ones about which we are thinking very seriously. We hope that with the aid of the counsellor's staff of the McGraw-Hill Company, we may soon

be able to remove the "blindfold" in so far as our advertising is concerned.

A sales manager was so impressed with one of the newspaper advertisements that he asked for fifty copies for distribution to the members of his staff attending a convention. This suggested to the McGraw-Hill Publishing Company that possibly other general executives or sales managers would like to send reprints of the advertisements to their salesmen and district managers, so an offer was made to the entire mailing list with the result that an additional distribution of six thousand copies of the reprints was made. Mr. McGhie, of the advertising counsellor's staff of the McGraw-Hill Publishing Company, adds this interesting final thought:

One of the most important developments of the campaign is the impetus which it is laying upon creative selling of advertising by our own sales force. It is laying before them in an especially convincing way, the necessity of thinking and selling in terms of the prospect's problems. In order to cash in on the increased prestige and the increasing invitations to discuss sales problems, we must be sure that our own salesmen are equipped to sell in the spirit and in the terms of our company advertising. In other words, it is a problem of selling the advertising to our salesmen and training them to follow up on it in the most effective manner.

EVEN the most experienced of writers usually writes introductions that are too long. Extreme brevity is not the most essential feature of sales literature, but usually the introductions

Moving Buildings with 2c Stamps

WHEN the J. S. Rogers Company, Builders, erect a building they don't sit back and wait for their prospects to come to see it. They put a picture of the building on a blotter and let it journey to the prospect. They move buildings with 2c stamps.

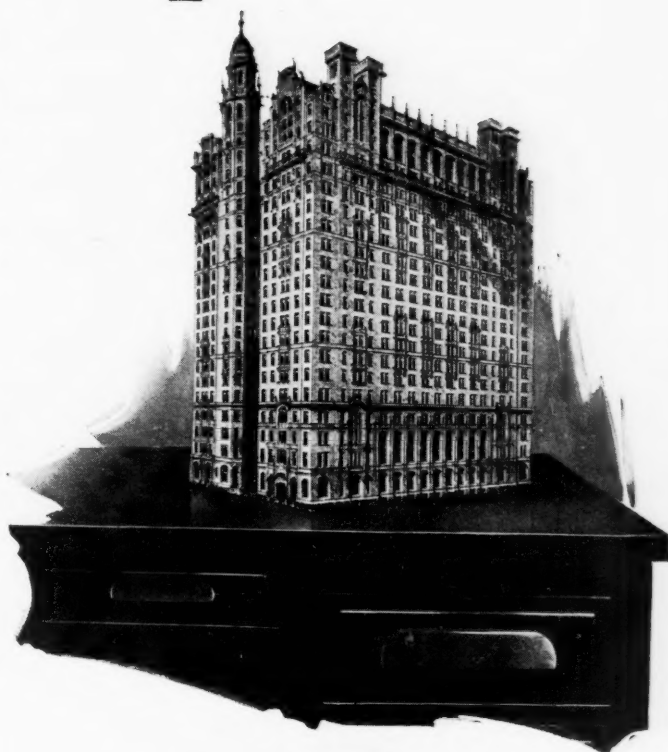
You get the impression that a concern ingenious enough to do this must be pretty ingenious in erecting good buildings.

A post card blotter is used by the Superior Portland Cement Company of Seattle that is especially interesting to contractors. It provides them regularly with information about contracts to be let for paving, bridges, grading, walks, sewers.

Packages of Comet Rice contain blotters picturing ways to serve rice and offering a recipe booklet. They do not neglect to put a voice inside the package.

This is just a few instances of the novel ways that advertisers are employing Standard Blottings.

See the mailing pieces used by many of our shrewdest advertisers—how Squibb's mental impressions are made.



STANDARD'S SCRAP BOOK Shows How

—the Edison Mazda Lamp dealers tie up to the national advertising.

—the Upjohn Company reaches the doctors.

—the Thomas Cusack Company puts posters on the desk.

—the National Biscuit Company make customers of stockholders.

—the Chamber of Commerce is getting good publicity without postage costs.

—Squibb emphasizes the "Price-less Ingredient."

—the kind of helps Burroughs salesmen use.

—the dealer-help blotters provided by Lehigh Portland Cement.

It shows advance card and house-organ blotters used by well-known concerns.

This new Scrap Book will be sent upon request to executives who request it.

STANDARD PAPER MFG. CO., Richmond, Virginia
Makers of Ink Thirsty STANDARD BLOTTINGS

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More Mental Impressions from
each printing impression

Your Dealers

*Do they know
how to use the
dealer helps
you furnish?*

If you could call upon all your dealers, look under the counters, down in the cellar and the many "catch all" spots, you would be surprised and disappointed to find how large a percentage of the dealer helps you furnished, never were used.

The majority of dealers do not use helps because:

- a. They don't know how.
- b. They get so much free they minimize its value.
- c. They are not alive to the profit possibilities the utilization of it holds.

We have a plan that assures the intelligent use of helps. It is a plan—proven many times—that will increase your dealers' sales and yours.

Write for our book "DEALERS THAT PAY." It outlines a plan that you will want to use.



Electrograph Advertising Service

INCORPORATED

1132-4 South Wabash Avenue

Chicago

Creators, producers and distributors

DIRECT MAIL
Dealer-Consumer Campaigns

Licensed to operate the Electrograph System in the State of Illinois by

The Electrograph Company
Detroit, Michigan

that consist mainly of generalities may be reduced to a paragraph or so to good advantage.

IF there is one subject that is ideally adapted to color advertising, that subject is food. Perhaps there are a few writers in this modern age who can write graphically and appetizingly of well browned waffles, ripe, red strawberries reposing on top of luscious shortcakes, and the like, but even the most successful writers welcome the assistance of the illustrator and the engraver in making his appeals.

A very fine example of food advertising, presented in color, comes to hand in a booklet entitled "50 Ways of Using Self-Rising Flour," prepared by the Adamars Company, of St. Louis, for the Soft Wheat Millers' Association, Inc., Exhibit 6. This association is engaged in the promotion of soft-wheat flours, particularly self-rising flours.

The advertisers adopted the time-honored but none the less valuable method of showing "how to do it." Woman's interest in good recipes is universal, and the title of this booklet is to the point.

The illustrations are all in color and show pies, shortcakes, waffles, muffins, cookies, fritters, doughnuts, biscuits, puddings and other delectables in realistic fashion.

The booklet was produced by the offset process, which has lent an agreeable softness to the illustrations.

Only two of the fifteen text pages are devoted to general information about self-rising flours. The handsome volume is almost entirely a recipe book, well arranged, with main and subheadings.

How was this distinctive bit of color advertising distributed? Largely, of course, through the activities of the Soft Wheat Millers' Association. Some 275,000 copies are now in circulation. The book, in the main, has been distributed only through request. Requests are induced by farm-paper and newspaper advertising, as well as through package circulars. A large number of untraceable inquiries are being received

month after month. These undoubtedly come to a large extent at least as a result of women seeing copies of the book in the hands of friends and acquaintances.

Such a book serves not only the needs of the association itself but can be given individual company value through special advertising copy imprinted on the second and third covers.

A special drive has been made in the southern states, because of the fact that self-rising flour is used to a great extent there in the making of biscuits.

The creators of the booklet say: "There seems to be no question that the booklet is very nicely accomplishing its objective."

IT'S worth while considering that some classes of buyers, even among the business and professional groups, are not favorably impressed by ornate and expensive literature. You can get the high-class impression, under such conditions, with literature that is conservative and dignified, while at the same time being devoid of cheap appearance. Apply the good old formula: "Study your group of buyers—their living, reading and buying habits."

"WHEN in doubt, use the picture of a pretty woman or a cute child," say some of the pictorial organizations. It may be good advice to the manufacturer of a dentifrice, but what on earth is the poor sales or advertising manager of a pipe manufacturing concern to do? No, we don't mean tobacco pipes, but those crude, inartistic, massive pipes known as "mains," through which gas and such stuff is transmitted. The subject is prosaically industrial and engineering. No pretty maidens, happy kiddies or sunset scenes fit. But there is a way, and a sensible way, to make literature of this type appeal.

In the judgment of this writer, the S. R. Dresser Manufacturing Company, of Bedford, Pennsylvania, has found the way. Good paper, silkfold stock, and two pleasing shades of brown ink, together with big and graphic illustrations do the trick. The original size of the folder on which the

Sales Control



AS manufacturers study the quickest way to better distribution, the more they will recognize the vital importance of securing active control in the selling of their products from the factory, through the dealer and then on to the consumer.

The establishment of their sales control would assure the manufacturer that his goods are being presented to their best sales advantage at the point of retail distribution. The result? More sales for the dealer—more profit for the manufacturer.

Caxton Applied Direct Advertising will enable the modern manufacturer to get more effective sales control to the mutual satisfaction of his own organization and that of his dealers. The procedure is quite simple, too. A Caxton representative will explain it fully to any national manufacturer.



THE CAXTON COMPANY

Cleveland

Real Men For Real Jobs

Since July 1, 1919, we have been commissioned by more than 500 corporations to locate and investigate capable men for responsible positions—executives, salesmen, and young men to be trained for worthwhile jobs. During this period we have interviewed 50,000 men, and today have more than 10,000 thoroughly investigated records in our files.

The turnover of men placed has been negligible. The results produced for our clients have come, first, as a result of our method of handling personnel work, which is original and entirely different from that of any other organization, and second, because of the kind of men we employ to do this work and the painstaking care with which we do it.

We are not an employment nor an advertising agency. We operate only as employment managers for corporations. We stand flatly on the employer's side of the fence, charge the employer for service, and guarantee all work to be satisfactory. More than half of our business today is coming from old clients or through their cooperation.

From our experience we believe that you can save 90% of the time and 60% of the money you have formerly found it necessary to spend to find men for responsible positions. Complete information upon request, without obligation.

If You Want a Job

For men with personnel problems, we maintain Vocational and Bulletin Service Departments. Fully described in our folder, "The First National Employment Service," mailed upon request, without obligation.

William L. Fletcher, Inc.
80 Federal Street BOSTON, MASS.

distinctive message was printed was 23 by 20 inches, folding three times to a mailing size of 5 3-4 by 10 inches, but the outside illustration runs across the last fold, thus providing an illustration such as magazine publishers frequently use, extending over the front and back covers. There is one big illustration showing an enormous gas main, installed in a street, with Dressler Couplings.

On the inside of the folder there are sectional and other detailed illustrations giving engineers and contractors just the sort of information they want. Four small illustrations show installing scenes.

The whole is a fine example of businesslike sales literature that, without frills or furbelows, gives the business man the information he wants. This distinctive folder is sent only to people who are in the gas manufacturing industry. Exhibit 7 does not do justice to the real job but gives you an idea of its appearance.

A MANUFACTURER of labels and tags is making a special drive on advertising agencies, and offers the following argument in a letter addressed to advertising agency men:

The function of the enclosed tags and labels is to bring the actual product closer to the advertisement. Two of these concerns educate the public to discriminate between their goods and others by means of red four-square tags and oval brown seals.

Many times, however, it is not until they see the trade-mark displayed in the dealer's window, or on his counter that they think of buying. Then it is because they have become familiar with the trade-mark—they have confidence in it. They buy, much as a man does a package of his favorite brand of cigarettes.

It seems that advertising agencies have been rather slow as a class to act on these supplementary forms of advertising. Manufacturers of labels and tags intimate that they get many more requests for ideas direct from advertisers themselves than they do from advertising agencies. And yet there is probably nothing that would indicate an agent's earnest interest in an account better than his desire to have every detail of publicity right—the right package for the advertiser's goods, a counter container, or carton, a tag, label or other device that would tie up well with the general advertising.

What and How the Meat Packing Industry Buys

America's Meat Packing Business is One of the Most Stable Industries and Offers Many Sales Opportunities for Various Products

TWO salesmen were calling on one of the large packers in an effort to obtain an order for some badges which were to be used in the yards and around the plants. One salesman devoted all his energies to the personnel man who was in charge of employment. The other salesman, who got wind of the prospective order, called on the purchasing agent. The salesman who called on the personnel man ignored the purchasing agent. He received a memorandum order from the personnel man and was told to take it to the purchasing agent for a formal order.

The Order Didn't Stick

The salesman who called on the purchasing agent arrived at about the same time the other salesman appeared in the purchasing agent's office to get the formal order.

The purchasing agent listened to the second salesman. "Why, I don't know anything about this material. I have no requisition for it. Come in and see me later and I'll give you a chance to make a price."

Then the first salesman appeared with the requisition for the material from the personnel office. He thought it was only a matter of form and made no attempt to make friends with the purchasing agent or to win his good will.

"I'll look into the matter and let you know later," said the purchasing agent, when the salesman handed in the requisition. "I have your prices and all the information, and if I decide to give you the order we'll mail it in as usual."

The salesman was nonplussed. He thought he had the order cinched. But he could not induce the purchasing agent to make out the order. After he left the purchasing agent called in the second salesman. "What's your price?" he asked. The second salesman stated his price, which happened to

be a little lower than the other price. "You get the business—wait a minute and I'll give you the order."

The order was placed before the first salesman called back. When he called he was informed that his price was high, and told that the order had been placed elsewhere. In a great fury he called on the personnel man.

"Say, what kind of a place is this? You take my sketch and my idea and peddle it around for lower prices. I don't think it is fair!" The personnel man agreed that it was unfair; he promised to see what he could do about it.

When the personnel man called on the purchasing agent, that worthy simply said, "Say, I'm running the purchasing department and I bought that stuff where I could get the best price. That's what I'm here for."

There was an argument, but in the end the purchasing agent had his way. Later when the material was delivered there was a big howl from the employees. No union

label was to be found on the badges and someone set up a great complaint. The personnel man then had his inning. He demanded that the badges be refused and a new supply ordered. The purchasing agent declined. He issued a letter stating that the badges were made by union labor but that the label had been left off through an error. They were finally used, but much of the effectiveness of the plan was ruined through the omission of the label.

Finding the Real Buyer

This incident is a good illustration of what happens when a salesman does not understand the routine of buying for a large organization. Both of these salesmen made a serious mistake. The first salesman made his mistake when he failed to win the good will of the purchasing agent. The second salesman made his mistake when he failed to call on the personnel man. Such cases are not unusual where salesmen call on the big packers before they familiarize themselves with conditions which surround buying.

Hundreds of salesmen spend a vast amount of time pecking away at the big packers without ever making the slightest progress, because they do not take the trouble to find the right man to see. They call on subordinates, receive all manner of glib promises and call back later only to find that nothing has been done. As in all other large organizations, the key men in the big packing plants are often difficult to reach. And it is with these key men that buying responsibility often—nearly always—rests.

In the smaller plants buying of everything except routine purchases is in the hands of one or two men who are actively at the head of the business. These men are often the owners, or largest stockholders, and must be sold

Annual Production in the Packing Industry

PRODUCT—	VALUE
Fresh meat	\$1,261,140,882
Cured meat	624,687,908
Canned goods	19,703,137
Sausage, meat puddings, etc.	133,054,311
Lard	263,887,257
Lard compounds ..	37,197,810
Oleo oil and oleo stock	19,537,745
Other oils	3,016,652
Tallow	17,076,787
Grease	11,932,004
Stearin	3,420,493
Oleomargarine	10,150,501
Casings	13,747,099
Fertilizer and materials	10,346,188
Stock food	10,830,469
Glue	2,942,651
Hides and pelts....	91,226,683
Hair	1,800,044
Wool	19,316,117

The Omaha Market

wants to know about your ~

PRODUCTS

tell them thru the
WORLD HERALD

MAKE your sales efforts productive by the use of Omaha World-Herald service and advertising.

Bank deposits of the Omaha territory run over \$279,000,-000.00. There are over 500,000 people in this shopping area who will buy what you have to sell.

The Omaha World-Herald will give you valuable assistance in investigating this market and in putting over the distribution and sale of your products.

Member A B C

The World Herald

Its Omaha Circulation is 80% more daily and 90% greater Sunday than the Omaha Circulation of the second largest paper.

Representatives

O'MARA & ORMSBEE, Inc.
New York Detroit Chicago
San Francisco

Morning Evening Sunday

before any new equipment is purchased. But in the larger plants most of the purchase requisitions usually originate with department heads, although the final order may actually be placed by the purchasing agent.

The meat packing industry is one of the largest in the country. There are more than 1,300 plants with a total annual payroll of \$167,569,106. Aside from the special equipment particularly designed for this industry, there are vast numbers of products used in the industry. It is one of the largest users of motor trucks. The industry is one of the largest consumers of labels, packages, metal containers and boxes. Some of the larger packers have their own tin decorating plants and operate private box making plants. Others buy this material in the open market.

Many Smaller Plants

Most of the packers own and control their own distribution machinery and have developed an elaborate system of branch houses which adds to the complication of the industry. It is largely on a cash basis, but accounting office equipment manufacturers have found the packers to be excellent prospects for improved accounting systems.

The meat packing industry is one of the major purchasers of coal, refrigerators, motor trucks, cutlery, freight cars, scales, salt, refrigerating machinery, conveying and handling machinery, hand trucks, electric motors and power plant equipment.

In thinking of this market many sales managers are inclined to consider only the three or four nationally known packers who are often looked upon as the "meat trust." While these large companies are huge buyers of all manner of products, they by no means constitute the bulk of the market in this field.

For example, there are approximately 200 packing plants whose annual business amounts to more than a million dollars a year. Approximately 150 have an annual turnover of more than \$500,000.

While Chicago is considered the fountain head of the packing industry, there are other important

centers where meat packing looms large upon the industrial horizon—Kansas City, Omaha, St. Louis, Indianapolis, Oklahoma City, Fort Worth, Philadelphia and St. Paul being among the more important.

The by-products division of the meat packing industry is an important part of the operation and many of the larger packers operate extensive by-products plants which turn out many of the commonest articles in daily use, such as glue, soap, fertilizers, bristles and hair for brushes, mattresses, furniture and auto seats.

Closely allied with the packing industry are the retail channels of distribution. There are more than 130,000 retail outlets for meat. On a very much smaller scale these retail establishments offer a market for many of the same tools, equipment and devices that are used on a large scale in the packing plants. The modern meat shop must have refrigeration equipment, display counters equipped for cooling, scales, registers, choppers, grinders. Highly improved types of display cases and equipment of all kinds are now coming into general use.

They Deny the "Copy Cat" Charge

Editor, Sales Management:

We are interested in your comment of our advertisement, which has been reproduced on page 494, of the October 17 issue of "Sales Management." While it is very similar to the one used by Cooper, our advertising agents claim that they were not acquainted with this fact, and unfortunately, the cut was not submitted to us for examination, until it was too late to stop the production.

We admit the apparent similarity of the two cuts, and the apparent lack of originality of our advertising agencies. Your publicity, however, is appreciated, and our only regret is that your circulation is so limited, for had it appeared in the "Saturday Evening Post," or a similar magazine, it might have been worth thousands of dollars in publicity value.—S. S. Faulkner, Imperial Underwear Corporation, Piqua, Ohio.

The English Idea of Space Contracts

In the Mayor's and City of London Court, on September 18, before Judge Shewell Cooper, Messrs. Sells, Ltd., 168 Fleet Street, E. C., sued Mr. R. Ward, of Ludgerhall, Wilts, for £10 damages for breach of agreement under which the defendant agreed to take a quarter-page advertisement in eight quarterly issues of the monthly Army List at a sum of £2 10s. per insertion.

For the plaintiffs it was stated that the defendant signed a contract in March last ordering the advertisement, and applications were made to him from time to time for the copy. This was not forthcoming and, at the defendant's request, the insertions were delayed from month to month. Ultimately the defendant wrote saying that he had decided not to proceed with the advertising.

Answering Judge Shewell Cooper the defendant admitted signing the contract, but said he had since changed his mind and did not desire the advertisement.

The judge pointed out that for a contract to be annulled it was necessary that both parties should agree to that course, otherwise no sort of business could be carried on anywhere. He gave judgment for the plaintiffs, for the amount claimed, with costs.—From "The Advertiser's Weekly," London, England.

Editor, "Sales Management":

Congratulations on your anniversary number. That is certainly a fine layout you have in Chicago, and while I have not been privileged to watch the developments throughout all the seven years, I have been reading "Sales Management" for about five years, and there is certainly a remarkable difference between the magazine as it is today, and the little sheet I used to buy from the newsstands in Philadelphia five years ago, which all goes to show that you have a good idea and are handling it all right.—W. L. Barnhart, The National Surety Company, New York City.

*"... but our field
is different
we sell gears
(or grease, or gas products)"*

YOUR highly technical product selling to a specialized industrial field cannot stump an organization that for almost ten years has specialized in advertising and selling to industry.

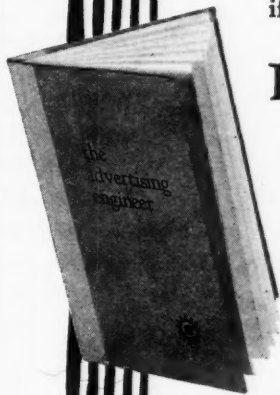
During this time we have found the *profitable* markets for many manufacturers with new industrial products to sell. For others, we have increased their sale on old established products by uncovering *new* methods of selling and advertising. Our industrial sales surveys form the backbone of many of today's successful conquests of industrial markets.

This is an advertising agency—and more. We handle only those accounts that sell to the industrial field. Because of that specialization, we have been able to develop unusual methods of advertising and selling which have produced unusual results for our clients.

Your copy of the booklet, "the advertising engineer," will tell you more about this organization. It will tell you an interesting story about the advertising of machinery, tools, building materials, electrical equipment, railroad supplies, and other products selling to various industrial fields. It will pave your way to a profitable acquaintance, if you wish.

RUSSELL T. GRAY, Inc.

Advertising Engineers
1600 Peoples Life Building
CHICAGO
Telephone Central 7750



Please do not send for this book unless you sell to industry.

**Industrial
advertising
exclusively**



EDITORIAL COMMENT



We Learn We Are Crooks, Highbinders and Tricksters!

One of our advertisers sends us a circular letter issued by the American Fair Trade League, with the inquiry as to "what it is all about?" The circular in question is in the form of a six-page letter, addressed to Edmond A. Whittier, secretary-treasurer of the league, and signed by W. H. Crichton Clarke, as "Special Counsel." The substance of the communication is an attack on "Sales Management" and its editors, charging us with dishonesty and misrepresentation with respect to our attitude towards price-maintenance. Since we disagree with the views of the American Fair Trade League on the subject, we are accused of "posing as a friend for the purpose of treacherously guiding price-maintenance back into the same old judicial ambushcade in which it has been nearly destroyed in the past."

We regret that Mr. Clarke's letter is too long to print in full, as it is a significant demonstration of the methods of the organization that calls itself a "Fair Trade" League. It is likely, however, that any of our readers who are sufficiently interested can obtain copies from Mr. Whittier, at 71 East 23rd Street, New York City.

As for "what it is all about," readers can judge for themselves. We rather fancy that it is an attempt to punish us for holding opinions contrary to those of the league. We are therefore accepting the opportunity to restate our position, which is briefly this: We doubt the advisability of attempting to legalize price-maintenance by special legislation. We know that business men are far from any general agreement on the subject. And we think it is very unlikely that any Congress could be induced to pass a law which, on its face, is a measure to prevent prices from being reduced to the consuming public. Also and furthermore, we distrust the methods pursued by the American Fair Trade League, of which the letter above referred to is a fair example.

On the other hand, we believe that if the manufacturer can once establish the principle that unfair price-cutting is a wrongful injury to his good-will, he will secure at least some tangible measure of relief. We believe that he can do this by seeking injunctions against specific price-cutters through the equity courts. The courts will be as prompt to enjoin actual unfair competition by price-cutting as by any other method.

That, in a nutshell, is our position in the matter. We are not conscious that there is any treachery concealed in it, unless it is treachery to Messrs. Whittier and Clarke to disagree with them. If that be the case they are, of course, entitled to make the most of it.

How Long Will the Present Wave of Prosperity Last?

The newspapers last week gave prominence to a statement of Judge Gary's that the unfilled orders for steel presaged a period of unprecedented prosperity.

But the judge's vociferous optimism gives us a negative reaction. It strengthens a conviction we have felt for some time. Our feeling is that while we are all sitting out in the park of Good Business and enjoying the wonderful sunshine, it might be just as well to keep our umbrella handy.

In January, 1920, we were able to warn our readers of the break which came six months later by the citation of six factors which have forerun all the big financial panics of history. The factors which we found in an old English text on political economy, are as follows:

1. Abnormal activity in floating enterprises and a boldness in speculation
2. Unusual activity in stock jobbing. The desire to found stock companies and the use of all possible methods to force stocks to higher levels
3. Unusual excitement and gullibility of the public caused by reports of large profits
4. Rapid increase of luxury
5. Sharp rise in the price of necessary articles of luxury, raw materials and provisions
6. Rise in the price of real estate
7. Strong demand for labor and rise in wages
8. Unusual extension of credit and credit instrumentalities, in consequence of which a rapid and unusual increase in large rates
9. Large demands for cash and in consequence of this a decline in stocks.

If you check these with what is happening in Florida; with the orgy of speculation that ferments in Wall Street; with the rise in the price of some real estate and especially the alarming growth of installment selling, you will see that some of the needed factors are already here. But they are not sufficient to be alarming.

Now, mark you, we are making no gloomy prophesy. We don't deny that this prosperity we are enjoying may not last, as Judge Gary tells us it will, for many years. We hope it does. What we do say is that there seems to be a cloud on the horizon, so make all the hay you possibly can while the sun is shining.

How Westinghouse Sizes Up the Various Industrial Markets

(Continued from page 576)

By adding the numerical value of all ten factors together, a so-called advertising rating figure for each industry was determined. The especially valuable feature of this rating figure is the fact that it represents the exact percentage of the total appropriation which should be allotted to the particular industry. As, for example: the total numerical value of all ten factors in the coal industry is 9.58. This then showed that 9.58 per cent of the total appropriation should be allotted to the coal industry. It is not a mere coincidence that the advertising rating figure should have turned out to be more than an arbitrary number. Since all factors being reduced to percentages are a definite part of the whole, it is not surprising that when added together their total would be exactly 100. It is obviously not possible to determine the advertising rating figure for any one industry or market without having acquired the basic facts for all markets under consideration.

Finding an Advertising Rating

The illustration in Chart 2 shows how the various factors for the coal industry were combined to determine the advertising rating figure for that industry. Under caption of Primary Horsepower, a sample calculation is shown. The advertising rating figure is the sum of the values of all ten factors calculated in a like manner.

Before considering the various factors used in this study, it was necessary to group all markets under consideration into certain definite industry classifications, and to adhere strictly to this classification in the study of all factors. For the purpose of this analysis all industries were classified, as shown in Charts 3 and 4. All classifications shown, with three exceptions, are self-evident, inasmuch as they cover definite and generally recognized markets.

Three groups, however, cover a considerable number of small related markets. The group

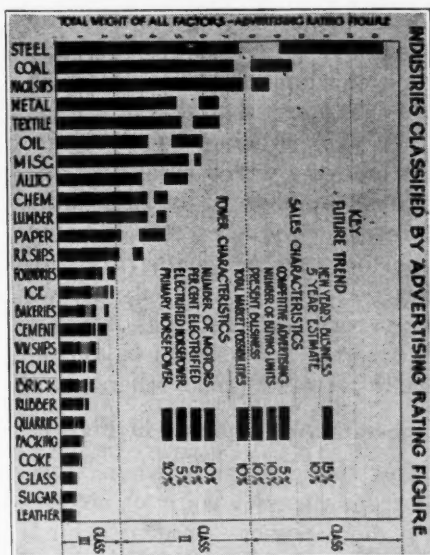
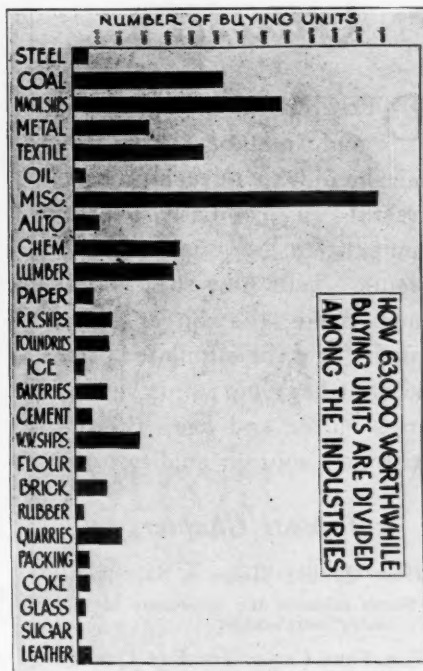


Chart 4. (Left) Showing how industries are classified according to advertising rating figure.

Chart 5. (Right) Showing how the 63,000 worth while buying units are divided among the industries.



classified under Machine Shops includes all metal working plants not included in the other industries shown, as manufacturers of plumbers' supplies, brass and bronze, firearms, etc. The chemical group includes manufacturers of acids, oils, fertilizer, varnishes, soaps, drugs, etc. The miscellaneous group includes all markets not otherwise classified as, manufacturers of bottles, musical instruments, tobacco products, etc. The creation of these three groups of related industries greatly simplified the entire plan, for otherwise so many small markets would have entered into the study as to make it prohibitively complicated. Moreover, there would have been little value in giving each of these smaller markets a separate rating, inasmuch as they must be advertised to as a group. The chemical industry is a case in point, where all of the smaller related chemical industries can be reached through the same media.

Chart 3 shows how the 24,000,000 electric horsepower installed in the United States is divided among the various industries. The amount of electric horsepower in an industry is naturally a very important

factor influencing the sales possibilities for electric motors, and consequently an important advertising factor. Other things being equal, that industry which has the greatest installed electric horsepower represents the industry to which the most advertising should be directed; but other things are not equal. That is the reason for the consideration of other factors. The oil industry, if regarded from the standpoint of installed electric horsepower alone, appears to be a relatively small market.

The fact, however, that this industry rates very much higher from a standpoint of primary horsepower indicates that it is not well electrified, that machinery is being driven by other than electric power, and that for this very reason it presents a much better advertising opportunity than indicated by the electric horsepower factor. Since the primary horsepower is high and the electric horsepower low, it is evident that this industry offers a good opportunity for educational advertising of electrical lines. This example significantly shows the fallacy of gauging markets for advertising by considering only one factor,

"How to Sell Quality"

DESCRIBES actual plans and methods used by salesmen who have been successful in combating price competition by quality arguments. Tells how these salesmen make the buyer want quality; get the stipulated price without haggling; shut out the price cutter and keep the old customer sold on quality.

Typical Chapters

How Quality Helps a Salesman

Shows salesmen the advantages in selling quality merchandise.

Why Your Customers Buy Quality

Gives illustrations to prove that wise buyers prefer quality to price when properly sold.

Making the Buyer Want Quality

Tells how good salesmen create desire for quality products.

Creating a Quality Atmosphere

Illustrates the value of comparisons to force price into the background.

Getting the Full Price

Explains how the price dwindles when quality is sufficiently understood.

Disarming the Price Cutter

How to meet price objections with quality arguments and eliminate competition.

How to Close a Quality Sale

Closing arguments that make prospects forget price and buy your products.

Keeping the Old Customer Sold on Quality

Making customers see the profit in repeat orders for quality goods; the loss of patronage that comes with price-cutting, etc.

Send for a copy of this popular Dartnell manual. You will find in it many ideas for your own letters and bulletins to salesmen. More than 350 concerns have distributed copies to their salesmen.

In board bindings: Single copy, \$1.10; dozen, \$10.50; hundred, \$75.00. In DeLuxe leatherette: Single copy, \$1.60; dozen, \$15.50.

The Dartnell Corporation

4660 Ravenswood Ave. 19 W. 44th St.
CHICAGO NEW YORK

and also the danger of utilizing statistics which are either incomplete or not clearly understood.

Chart 5 shows how the number of worth while buying units are divided among industry. A worth while buying unit being considered as a separate company or purchasing organization which employs more than twenty men. Other things being equal, again, that industry which comprises the greatest number of buying units represents the best advertising opportunity. A comparison of Charts 3 and 5 not only shows some very interesting contrasts, but also the necessity of balancing certain factors against others.

Important Adjustments in Figures

The steel industry, when studied from the viewpoint of electrified horsepower, ranked third, whereas, when considered from the viewpoint of number of worth while buying units, it ranks as the eighteenth industry! The steel industry, which has almost 21 per cent more electric horsepower than the textile industry, has on the other hand only about one-tenth as many worth while buying units. This factor, therefore, indicates that the need for advertising in the steel industry is not as urgent as it appeared at first, and that on the other hand the need for advertising in the textile industry is somewhat greater. At least, that is what the buying unit factor indicates. Other factors may again change this relationship.

That industry which has bought the largest number of the products which one is selling certainly deserves a considerable share of the advertising appropriation. An industry, though otherwise not apparently important, may turn out to be one which purchases a large number of small units. It may represent a market either easily overlooked, or one not given due advertising consideration. Markets which buy small units often have unusual profit possibilities because the smaller units are generally more standardized and, therefore, yield greater profits than the larger special units. In other words, such a market may place orders which, though small in themselves, are large in the aggregate.

Chart 1 shows how the number of motors is divided among industry. It shows, for example, that the machine shop group which was second in importance on the other two charts, is now almost twice as important as any other single market. It shows, also, that the miscellaneous group which ranked only eighth on Chart 1, now ranks second. The importance of the textile industry is again emphasized. This factor thus serves as another important guide in determining our advertising effort.

In Chart 4 all of the ten factors previously mentioned have been combined, and each industry is shown with its final rating figure. In other words, after each industry has been analyzed from ten different viewpoints, and after all of the factors thus studied have been duly weighted and summarized, each market assumes a definite relative position with regard to all other markets. The question of apportioning the advertising of the total appropriation which should be allotted to each industry or market, can be read by reading the height of each column from the scale shown at the right of the chart.

The strength of sales competition in certain markets is certainly a factor which should be taken into consideration, although obviously one rather difficult to reduce to numerical terms. It is, however, not especially difficult to gauge advertising competition. And it is generally reasonable to assume that a measure of the advertising effort of competition will also be an indication of the strength of the competition; however, this is not always the case.

Although the advertising effort of competitors is by no means a reliable guide for your own advertising, it is important that its strength be gauged so that in part, at least, the advertising appropriation may be so guided as to offset any particular pressure. This factor was not, however, considered of great importance, and was therefore given a low weighting. It is generally preferable to plan advertising with a view of its inherent value, rather than with a view of offsetting competition.

What the Package Means in Foreign Lands

(Continued from page 579)

label illustrations. By studying them for a moment, the customer could see the actual service or operation.

11.—Beauty in the label is desirable. The most humble peasant is an admirer of beauty in all its forms.

12.—Continuity of display need not be taken as seriously as in America. Shops are small, as a general rule, and a dealer may not place more than a half dozen of any one article on his shelves.

In Europe, the designing of a package is not a mere matter of lithographic incidental. Artists of international reputations often design the labels and the originals are painted with as much care and sincerity as any canvas for an exalted salon.

And over there, the quality of a product is quite likely to be judged by the quality of its physical appearance. It is said that a certain American article was unsuccessful for seven years, although salesmen in large numbers did everything humanly possible to make it a go. Then the manager in the Brussels office took upon himself to re-wrap the line. He did it in gold paper, with the name in Prussian blue. The sales increased 47 per cent the first five months. There was the physical quality appeal. The dealer on the continent is never blind to the artistic character of a package or a label, and he is very likely to give precedence of display to the more fastidious or worthy ones.

Continent Leads in Packaging

The salesman, therefore, who is handicapped by a commonplace, old-fashioned or primitive package, is handicapped from the start. The entire label series for a line of seventeen American products was revamped and revised, in this country, not long ago, because of suggestions sent over from abroad by the head of a sales corps at work in the field. He had insisted upon their use in European territory and they were so immediately successful that they were adopted for the United States as well.

The Old World may be "behind-the-times" in a great many respects, but it asserts positive leadership in the designing of package goods.

(To be continued.)

No one
newspaper can
"cover" a market
as big as
Greater Detroit
—but the
Detroit Times
reaches 230,000
families
each evening, and
275,000 Sundays;
which is
a big slice of
a rich sales field

"We have
found the

Standard Rate and Data Service

especially useful. It has enabled us to do away with six rate card files and two circulation data files, as your information is more up-to-date and correct than we can gather in any other way."

THE WELCH
GRAPE JUICE CO.

STANDARD RATE & DATA SERVICE

536 Lake Shore Drive
CHICAGO

New York

San Francisco

USE THIS COUPON!

Special 30-Day Approval Order

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois.

Gentlemen: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30-days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name.....

Street Address.....

City.....

State.....

Individual Signing Order.....

Official Position.....

U. S. Chamber of Commerce to Discuss Distribution Problems

(Continued from page 587)

specialists at Washington. He compares the revolution, which he foresees, as necessarily impending in radio, to the transition which took place when the phonograph was translated from the original conception of a dictation machine to a vehicle of popular entertainment and education.

Sales marshals have adopted, for the forthcoming session of Congress, a shrewder strategy in the effort to insure the repeal of the last of the special sales taxes or so-called "nuisance taxes." In the former lobbying campaign, which resulted in only partial relief, the agitators made the appeal personal and it was, of course, impossible completely to conceal a tinge of selfish interest. This year, these tax reformers are more subtle. They are inciting organizations of the public, which use the taxed commodities, to protest. An illustration of the technique is afforded by the campaign of the Amateur Trapshooting Association, which is intent on securing the removal of the special tax on sporting arms and ammunition. Similarly, organizations of automobile owners are rising in protest against the federal sale tax on cars on the ground that motorists are already sufficiently taxed.

For sales managers who have felt the presence of Uncle Sam as a demoralizing influence in the market, there is good news in the decision at Washington that in the matter of the disposition of surplus property—the hang-over of equipment and supplies remaining from the war period—the situation has passed from the forced liquidation to the utilization stage. The interests of federal economy no longer require that surplus stocks shall be disposed of in the shortest possible space of time. This means that instead of dumping goods on the market, by the auction route or otherwise, Uncle Sam will now hold on to almost all of

his remaining stocks. These are to be considered as a reserve resource of the Federal Government at large and as such are available to meet the needs of every department and establishment. An illustration of how this new policy is working out is afforded by the situation with respect to a large quantity of Kraft paper in the warehouses of the War Department. It had been assumed that this paper was deteriorating and should be disposed of not later than the end of the present year. However, recent exhaustive inspections of the paper in storage and tests of its quality determined the fact that very little if any deterioration has taken place. So Uncle Sam will keep the paper, to be fed out as needed.

Walter M. Lowney Company, manufacturer of chocolates, has decided to carry up to the Appeals Court at Washington a test case of name confusion which is of peculiar interest to all sales managers because in it the Patent Office censors of trade-marks sought to establish the principle that danger of trade confusion is increased when goods are sold in small packages, at relatively small prices, and are purchased without much care or reflection. The question at issue is whether the "Gold Stripe" brand of Lowney is too close to the "Gold Ribbon" brand of the Chandler & Rudd Company of Cleveland. The outcome of the case turns to no small extent upon a detail of distributive practice, thereby revealing how disposition of goods at final outlets may react upon a primary marketer. It has been shown that the "gold" packages of these two marketers are entirely different in appearance, so that if purchasers bought by inspection, there would presumably be scant chance of mix-ups. But, to confound this alibi, testimony has been collected which shows that in some stores cartons are not displayed on counters or shelves

and oral orders are filled without the customer having a chance to make close inspection of the package before it is wrapped up.

Set over against the higher postal costs that have come in 1925 are two possibilities for economies which postal officials say have been utilized to date by comparatively few firms. One of these is the extension of the use of precanceled stamps to first-class matter. The other is the privilege of using precanceled stamped envelopes for any class of mail. This insures quicker dispatch in all instances, but notably in the case of third-class mail.

That it does not do to be discouraged because home folks will not buy at the first go-off is attested by the experience of the American inventor and manufacturer of the lately-perfected camera for making slow motion pictures. He failed to sell the United States government, but since that initial repulse, he has sold cameras to three of the leading foreign powers including Japan, at a price of more than \$30,000. Now there are signs that the authorities at Washington are about to take notice.

Portland Ad Club Opens Marketing Service

A new department has been established by the Advertising Club of Portland, to be known as the Marketing Service Bureau. Its function will be to collect and disseminate useful marketing data to merchants, manufacturers and consumers in the Oregon country. The general purpose of the work will be to secure and compile statistics based upon personal research and investigation, proving that advertising is an economic factor in the sale of goods.

An interesting phase of the work will be a study of buying habits of consumers. The division of market surveys will be under the direction of Joseph A. Davidson. The statistical division is headed by A. C. McMicken. John T. Crossley will have charge of the advertising relationship division. A department of consumer information will be conducted by W. P. Strandborg.

Free/ The Newest Ideas In Business

DURING the past year American manufacturers have spent millions and employed the best brains of the world to work out ideas for you. They have devised new uses for the equipment you already own and new equipment to solve problems you are now struggling with—the time, labor and money saving ideas and devices your business needs.

Now they have gathered these products and ideas under one roof. They want to demonstrate and explain them to you and show you how these new ideas will fit your business, save time and effort, and increase your bank deposits.

Come and compare products and methods fairly and in your own way. There is no pressure to buy—only courteous demonstrations by experts, the leaders of business.

Mark the date on your calendar *now* and be sure to attend.

November 16 to 21
inclusive

NATIONAL BUSINESS SHOW

America's Efficiency Exposition

New American Exposition Palace
CHICAGO

Office—417 S. Dearborn St.
CHICAGO

Your Kind of Team-Mates

This well trained staff of advertising men has an unusually good record.

The reason why?

We are always—

Working
Studying
Learning
& Growing

*We Never Go Stale
We Won't Neglect You
You Will Like Us
Let's Get Together*

Simpson Advertising Co.


Roy B. Simpson, Pres.
Saint Louis

CHATTANOOGA

Southern Distributing Center

Chattanooga, Tenn., Oct. 31—Business executives are urged to visit "The Dynamo of Dixie" to gain a clear conception of the advantages offered as a site for sales offices, warehouses, branch and main plants, to serve the entire South.

Before establishing a base of operations in the southern field, either visit Chattanooga, or write for detailed information about the city.



CHATTANOOGA
"THE DYNAMO OF DIXIE"

A glance at the map shows the strategic location of Chattanooga in respect to all points within the large and prosperous area embracing fourteen southern states—a great market that can best be sold and served from Chattanooga.

Address CHATTANOOGA
CLEARING HOUSE ASSOCIATION
880 JAMES BUILDING
CHATTANOOGA, TENNESSEE

How Stewart-Warner Found 25,000 New Sales Outlets

(Continued from page 573)

outlets was, in many cases, the ledger sheets of actual buyers, which were a part of each branch office accounting system. There was no universally established system of checking the work of a salesman in any given territory. No one could say definitely whether or not a salesman was covering all, three-fourths, or one-half of the prospects in his territory.

No quota system could hope to be successful under such conditions, for the quotas were, of course, based on the maximum potential sales, and this maximum could never be reached unless every possible outlet was covered by the salesmen.

Establish County Quotas

The quota system was built with the country as a unit. A quota for every county in the country was established. Then work was started on building a list of outlets. The company has for many years published a house organ, "The Stewart Lever," which was supposed to be mailed to every prospective customer of the company. For years this list has been checked and kept as correct as possible.

With this list as a nucleus, the company began building up a new master list. Lists were purchased from reliable list companies. Names were obtained from every possible source. These names were all placed on cards and then turned over to a group of girls who checked them against the credit rating books.

After the lists were completed and carefully checked, they were classified according to ratings. Then the process of putting this information on record was started. After a careful investigation of several different methods of recording information of this type, they decided upon visible card records. In this system there is a card for every prospect, which is a permanent part of the file. In

addition to the card there is a duplicate of the card, which is removable. This duplicate is for the salesman's use.

The cards are arranged to hold approximately five years' records, and on each card there is a space for every conceivable bit of information they would ever want to know about a prospect.

There is a record of his rating, a list of all purchases by items, a record of all the salesman's calls, a record of mail orders, and the name of the owner, buyer and assistant buyer.

This information is used in many ways. For example, suppose a new salesman starts into a territory. Under the former system he was given a list of towns or counties or told his territorial boundaries and started out. It was up to him to find the buyers, learn who and where they were, and then sell them. If a buyer told the salesman he had just sent in a mail order for windshield cleaners, the salesman, having no information to the contrary, would have to accept the buyer's word for it. If the buyer said he had once tried to sell some other Stewart product, but found it too slow a mover, again the salesman would be at the mercy of the information or misinformation the buyer gave him.

Salesmen Work from Cards

But with the present system the new salesman going into a territory is given a card for each dealer in his territory. But he is not handed these cards all at once. They are given him by routes. The first day he starts out he receives from the girl in charge of the indexes, the duplicate cards for every customer he is to visit on his first route. He can tell at a glance, as he walks into a customer's office, just when that customer placed his last order for any item in the line. He knows whom to ask for, and if the party asked for isn't in, he has two names of two other men to be seen, if there are

that many men in the organization who have any buying authority.

He can tell just how often the customer has been buying, and in what quantities; he has the credit rating before him and need never be in doubt as to how much this dealer ought to be sold. In other words, all the guesswork, and most of the tedious detail work has been taken out of the salesman's hands. All he has to do is sell.

In addition to this information, he has his quota by counties, broken down in months, so that at the beginning of each month he knows how much he must sell during that month to make the annual quota for the county.

A Close Tab on Sales

This card system can be used by the sales manager in each station in many ways. For example, suppose a certain territory is slipping. Instead of guessing, the sales manager can ask to see all the cards in the territory. He can tell at a glance what is wrong. He can see just how often each dealer has been visited; how each dealer has been buying; what items are not being sold in sufficient quantities; what outlets, if any, are being neglected. And with this information before him the proper action can be taken immediately because the sales manager is not at the mercy of the salesman who says, "my territory is different," or "it is not worth while making those small towns," or any of the other well known alibis of salesmen.

At the home office is kept a recapitulation of all the information on the cards. It is possible to tell at a glance how sales are progressing in any part of the country or for any item.

Some of the service station managers have worked out a plan of mailing the cards for each town to the salesman. These cards are mailed in special envelopes, bearing instructions that the mail must not, under any circumstances, be forwarded. If not called for by the salesman in person, the envelopes are returned to the service station. In this way no salesman can pass up a town without automatically giving away the fact that he has failed to visit this town.



Mail Coupon
now—for

a fine

Autopoint Pencil

and learn of this attractive new way
to make YOUR business bigger. Used
by thousands today

THIS is an offer to executives and owners of progressive businesses.

It is made to show a new way to build those businesses bigger. A way that is today used by thousands of the biggest industrials, banks, manufacturers and business houses all over the country. Firms like Standard Oil, Henry Ford, Boulevard Bridge Bank, Brown Shoe Company—to mention but a few.

We will send to any responsible person a beautiful sample of the new Autopoint Pencil. The nationally advertised mechanical pencil that is attracting so much attention, everywhere. Thousands of firms have equipped their offices throughout with Autopoint, thus making big savings yearly over wood pencils.

And thousands and thousands of businesses use Autopoint to BUILD business, by giving them to customers, or prospects—stamped with their own name or with the name of the person who gets it.

Thus there is a constant reminder of you, or your firm, in these



Autopoint
"The Better Pencil"

AUTOPOINT COMPANY
4619 Ravenswood Avenue, Chicago

FREE
TO EXECUTIVES:
Beautiful
Sample Autopoint Pencil
See coupon below



people's pockets, on their desks, all the time. A handsome, perfected pencil that they like and respect, because they know it is the best that the world offers.

Autopoint Pencils are made of Bakelite, the finest substance in the world that a pencil can be made of. Handsome, durable, they cannot burn or scratch or mar. Autopoint is simple, too, unlike other pencils. It cannot jam or break, there are but two movable parts. Every AUTOPOINT is unqualifiedly guaranteed.

They come in a wide range of styles and models, in all colors. Autopoint leads are the finest you can get—they come in every degree of hardness or softness and in all colors. Once you have used an Autopoint, all other pencils fail to satisfy.

Mail the coupon now, attached to your letterhead, and your name, and position with the firm. Do not delay, this may be the important turning point of sales. ACT NOW!

AUTOPOINT COMPANY S.M. 10-31-25	
4619 Ravenswood Avenue, Chicago	
Without obligation, please rush sample Autopoint Pencil, your business-building gift proposition, prices of pencils and stamping and full information. I enclose business card or letterhead.	
Name	
Position	
Company	
Address	

HOMMANN TARCHER & CORNELL INC

Advertising & Marketing



Clients

FREED-EISEMANN RADIO RECEIVERS
Freed-Eisemann Radio Corporation, Brooklyn, N.Y.

SMITH BROTHERS COUGH DROPS
Smith Brothers, Poughkeepsie, N.Y.

ESTERBROOK STEEL PENS
Esterbrook Pen Mfg. Co., Camden, N. J.

COHN-HALL-MARX FABRICS
Cohn-Hall-Marx Co., New York

WHITE ROSE TEA
Seeman Bros., New York

BORDEN FABRICS
American Printing Co., Fall River, Mass.
Selling Agents: M. C. D. Borden & Sons, New York

BENRUS WATCHES
Benrus Watch Company, New York

STEVENS SPREADS
Stevens Mfg., Co., Fall River, Mass.

SELECTION
Audak Co., New York

25 WEST 45th STREET · NEW YORK

Sales Manager Wanted

A long established, well-financed manufacturer of toilet preparations wishes to secure a sales manager thoroughly experienced in handling wholesale and retail drug trade and department store trade. Concern has been an extensive advertiser for years and bears an excellent reputation. Applicants must be thoroughly active, capable and moral, not over forty years of age and willing to spend at least one-fourth of time traveling in salesmen's territories. Necessary to live in Southern city of about 8,000 population, but a real opportunity with future prospect of partial ownership of business. Please state every phase of your experience, education, salary and other details in first letter. Address in confidence. Box 1083

Sales Management, 4660 Ravenswood Ave., Chicago

When the company started in to check up the number of prospects and the way they were recorded, it was found that, prior to the installation of this system, many service station operators had virtually no information as to the number of possible outlets in their territories. In one case where a service station had 750 names on its books, it was found that there were more than 1,400 rated prospects in the territory.

The Stewart-Warner service station owners are charged with all advertising matter which goes into their territories. If they complain that the company has listed too many prospects, the service station man is shown how other similar prospects are being profitably worked in other territories. The lists are kept up to date by the salesmen's calls, and new names and information are constantly being added.

As a result of this check-up and the subsequent carding of the information, it is estimated that twenty-five thousand new names were added to the company's list of prospects in the United States alone. Now when any territory begins to slip it is known quickly, and the cause of the trouble is immediately apparent. When necessary, the company will send special crews of salesmen, put on special mailing or advertising campaigns, or any other activity to keep a territory in the condition it should be in, as shown by the card records and quotas which have been worked out.

We Fired the Editor for this, Mr. Sweney

Editor, Sales Management:

In an editorial in the October 17 issue of "Sales Management" magazine, under the head, "The Rush of Advertisers Back to the Farm," you refer to the lack of success of some manufacturers who have put on a farm market campaign as traceable to this "In again, out again, Finnegan" advertising policy. Isn't there some way you could correct this? The gentleman's name is Flannagan—not Finnegan. I am sure Mr. Flannagan wouldn't like it.—C. R. Sweney, Nelson Products Company, Chicago.

Noe-Egul Hosiery Mills Win Damage Suit

(Continued from page 574)

continued to the September, 1925, term of the Circuit Court, where his case was called and where he was given a jury verdict of not guilty.

Immediately after this verdict was rendered, the Noe-Egul Textile Mills instructed their attorney to file suit for damages in the city, both against the city itself and their representatives, on the theory that prosecution against Mr. Ellis was malicious and without reasonable cause.

The suit was brought against the city of Kosciusko, a municipal corporation, and John W. Moore, C. O. Townsend, W. C. Leonard and W. A. Stingley. These last named were local merchants in Kosciusko, and instigators of the ordinance.

History of the Suit

In the declaration of the Noe-Egul Textile Mills, the defendants are accused of jointly conspiring to drive out of Kosciusko all men who sold anything from house to house that was in any way competitive to the goods sold in these merchants' stores. It is claimed that the action of the defendants constituted the violation of the Sherman Anti-Trust Law, and it was under the conditions of this law that the plaintiff claimed damages to the amount of \$5,692.23, which included costs and attorney's fees. When the city dads of this little Mississippi town were faced with this action in the United States Court, they decided that it would be best not to permit the case to go to trial, and immediately offered to compromise for \$350. This offer was refused. Later, the city raised the ante to \$1,500, and the Noe-Egul Textile Mills, having no desire to carry on extended litigations, accepted \$1,750 in full settlement of all claims.

In our opinion, the Noe-Egul Textile Mills deserve the thanks of every sales manager in the country for their aggressive handling of this case. Think what it would mean if every small town council passed an ordinance demanding a

South's Expanding Activities

The South has been expanding its activities so amazingly in recent years that it is today commanding the same aggressive sales attention which manufacturers have been giving to other parts of the country.

Study These Figures of the South's Basic Activities in 1924

Agricultural Products	\$7,000,000,000
Manufactured Products	\$10,000,000,000
Pig Iron Produced, tons	4,150,000
Coal Mined, tons	200,225,000
Coke Made, tons	8,371,000
Lumber Cut, feet	18,200,000,000
Bales of Cotton Used	3,895,648
Value of Mineral Products	\$1,645,886,000
Banking:	
Aggregate Resources	\$8,983,648,000
Capital	\$750,010,000
Individual Deposits	\$6,277,266,000

Funds Available or Authorized for Road Building in 1925	\$400,000,000
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These facts show beyond question the tremendous importance of the South today as a sales field, and the ever-increasing demand there must be for a wide variety of machinery, materials, equipment and supplies of every kind.

No sales or advertising campaign is complete that does not take in this constantly expanding Southern market.

The Manufacturers Record, with a prestige of nearly forty-five years devoted to the industrial and construction activities of the South, is the most extensively used advertising medium for reaching those who have the power of decision and purchase in this section.

Additional information with advertising rates and circulation statement will be gladly furnished

MANUFACTURERS RECORD BALTIMORE MARYLAND

Member:

Associated Business Papers, Inc.; Audit Bureau of Circulations

"THE intelligent selection of type, of ink, of paper; the right spacing of words and lines; the discriminating use of color; the proper determination of margins; the correct 'spotting' of type and pictures on the page; the exact and skillful transfer of ink to paper,—these are the things that a good printer understands. In selling with printed pieces, these things measure the difference between near-sales and sales."

RATHBUN-GRANT-HELLER COMPANY
725 SOUTH WELLS STREET CHICAGO, ILLINOIS

Proof

That American Shoemaking

Leads

as an Agency Selection

15 Agencies Place in its
Pages 21 Accounts

*Many Appearing Exclusively in
AMERICAN SHOEMAKING
to Reach the Shoe Factory Trade*

AMERICAN SHOEMAKING

683 ATLANTIC AVE.

BOSTON, MASS.

MEMBER A. B. C.

"A Little Talk About Letters"

Interesting Booklet without charge

GOODWIN'S Sensible, Convincing Letters, Folders and Booklets. Write me full details—your products, ideas, literature—for constructive opinion.

THOMAS D. GOODWIN

Keenan Building

Pittsburgh, Pa.

Speeches—Essays—Debates

Speeches, essays, etc., prepared to order on any subject. Facts, arguments assembled for any purpose. Complete literary service. Can saw both horns of a dilemma. 20 years experience in literary and journalistic fields.

F. H. CROSS STUDIO, Suite 25
4553 Emerson Ave., St. Louis, Mo.

Cutters for paper, card, cloth, veneer. Office cutters—economical, convenient. Printing presses from \$44.00 to \$1200.00

Golding Press Division, Franklin, Mass.

The Reuben H. Donnelley CORPORATION

Specializing on

*Automobile Owner Lists
and Automotive Statistics*

NEVADA

IOWA

license of from \$7.50 to \$50 from every salesman who accepted payment in advance.

Of course, this ordinance was directed primarily against house-to-house salesmen. Yet, the actual wording of the ordinance was such that any salesman selling to anyone would come under its provisions if he accepted an advance payment of any kind.

The state of Mississippi was one of the last states to stop taxing traveling salesmen, and it was only through the vigorous efforts of the Mississippi Travelers Association that the tax law was repealed. In many other activities the state of Mississippi has shown considerable hostility to outsiders. In one case the state lost one of the largest lumber mills in the country, due to the pernicious activities of its law makers. This mill is located only a few miles south of the Mississippi state line, in Louisiana.

In many previous issues, "Sales Management" has carried stories regarding the activities of state and municipal law makers in their desperate attempts to levy taxes, and we believe if more concerns showed the aggressiveness which has been manifested by the Noe-Equ Textile Mills, there would be fewer of these pernicious attempts to tax outsiders by various states and municipalities.

Direct Selling Conference Meets in Philadelphia

The National Direct-Selling Conference was held October 21 and 22, in Philadelphia, under the auspices of the Association of Direct-Selling Companies.

The speakers and their subjects included: "Selling the Salesman," Paul Watson, Ruthrauff & Ryan; "Jobber-Retailer Costs vs. Direct-Selling Costs," Stanley H. Purcell, vice-president, Noe-Equ Textile Mills, and Charles A. Oswald, president, Oswald Advertising Agency; "Decreasing Returned Packages," William Scher, president, Scher-Hirst Company, and Kenneth W. Prescott, sales manager, Firsching Knitting Mills.

"Training Salesmen" was the subject of the banquet address by S. Roland Hall, contributing editor of "Sales Management" magazine.

What Effect Will Repayment of Foreign Debts Have on Sales Situation?

(Continued from page 570)

"Here a little while ago, for example, I noticed that somebody was getting excited over the fact that Belgium was sending steel into this market—that Henry Ford, as a matter of fact, had bought some. If you will notice, the entire output of Belgian steel production is only in the neighborhood of some \$300,000,000 worth a year; about the same as the output of a single medium-sized steel plant in this country. Even imagining that Belgium's entire steel production were to be marketed here (which is obviously fantastic) the market would hardly be ruined. In fact, there is little doubt but that the ordinary, normal increase in demand would take care of it very comfortably without affecting the market adversely at all.

Demand Will Absorb Excess

"Indeed, I am inclined to think that in the great majority of cases, the normal increase in the demand will more than take care of any actual increase in our importations by reason of our foreign debt-collection policy. Of course, as I said before, if it were a question of wiping out these foreign obligations entirely, transferring the wealth bodily to the United States and keeping it here, then you would have a situation like that outlined by some of the economists. But as I have tried to show, nothing of that sort is at all likely to happen. Twenty years from now the chances are that Europe will be owing us quite as much as she owes us now—only it will be in the form of loans of industrial capital in place of war loans."

Mr. Roberts did not authorize me to say that his personal opinion as outlined above, represents the official opinion of "Wall Street" on the subject. From what I gathered, however, in interviews with a number of other bankers, I should judge that it reflects the general opinion pretty accurately. At any rate, I found no one who expressed

any essential disagreement, and certainly none of the men I talked with betrayed any symptoms of anxiety.

"One thing that the business man ought to remember," said the vice-president of another institution not so very far below the National City in rank, "is that the bigger a problem gets, the more serious it becomes from the individual standpoint. When you divide it up among all the people in the world, roughly speaking, it bears down upon the individual very lightly, though it may look like the dickens of a problem in the aggregate.

Effect on Individuals Negligible

"The manufacturer, for example, who looks at the sum total of these foreign debts, and thinks of them in terms of his particular goods in this particular market, is likely to have a severe case of stage fright. But when he considers them as they actually do bear down upon him, as one single producer out of all the world's producers, he will discover that his fright was a little premature. This war-debt problem is a good deal like a number of other problems that have looked so formidable during the past ten years, but which have been taken care of without causing much more than a few ripples on the surface of things.

"You may remember, for example, how during the first months of the war the economists had it all figured out that a war of that magnitude couldn't possibly last more than six months without bankrupting every nation concerned, and a bankrupt nation simply couldn't continue to exist. Well—the war lasted for more than four years, and it bankrupted several nations. Some of them are still bankrupt but it hasn't brought about the impending destruction of

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civilization that was promised. Far from it.

"Then, if you remember, we were confronted with the serious problem of returning the millions of men in the armies to peace and production. That again was going to pry apart the pillars of the temple and bring the roof crashing down upon our heads. Somehow or other, it happened without bringing doomsday along with it. Next we were invited to worry about the millions of dollars' worth of surplus war supplies, that were going to be dumped upon the market and demoralize everything. They were absorbed so easily that most people have forgotten all about it. We have been facing one "crisis" after another for the past ten years that looked like the end of all things when we tried to swallow them whole. But divided up among everybody concerned, as they are in actual practice, we weathered the storm without any more than getting our feet wet.

"So it will be with this foreign-debt problem. It won't ruin or wreck anything, even if all the debts should happen to be paid in kind, and when you divide it up among everybody concerned the damage it is likely to do to the individual isn't worth worrying about.

"As for ourselves, we can suggest a number of things that manufacturers might worry about to better advantage than this. There is, for example, the installment craze. Or the much too common tendency to strive for profits on volume of sales in place of profits on the investment.

The American Tobacco Company's refusal to sell its products to certain wholesalers who resold to retailers at prices showing less than a "legitimate" profit, was upheld in a decision handed down by the United States Circuit Court of Appeals. A "cease and desist" order by the Federal Trade Commission, alleging restraint of trade by the tobacco corporation, was reversed by the appellate court.

The opinion of the judges held that the tobacco company acted to protect its own interests and to avoid demoralization of trade.

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